



The Commonwealth of Massachusetts



# ESC Service Charter Scorecard

## August Scorecard

07/28/2013-08/24/2013

Issued September, 2013



The Commonwealth of Massachusetts

# Executive Summary

## Customer Service

- The population served increased by 96 employees due to New Hires, Promotions and other HR transactions. Call volume has remained consistent with population served
- Average wait time decreased from 34 seconds to 26 seconds, well within the defined SLA target of two minutes.
- Average time to complete a call decreased from July to 3:56 minutes.
- Use of email as means of reporting issues decreased by 8.5% from 469 to 429.
- Inquiries from CON, IND, and EOEEA agencies continued to account for the most inquiries as a percentage of employees served.

## Process & Organization

- Escalated Payroll Notifications was not invoked.
- Planning for implementation of ePay/eProfile has continued.
- Creation of Employee Service Center Research Team to address complex issues.

## Systems

- TCD Automated Meal Break go-live on August 17<sup>th</sup> for five EHS Facilities.



# Service Delivery Overview

## July 28, 2013 – August 24, 2013

### Customer Interactions

Total # Agencies Served: 72

Total # Employees Served: 29,506

Total contacts received: 4,182

Total tickets opened: 4,002

% of Employees served contacting ESC: **14%\***

### Staffing

Area	Staffing as of 8/24/2013	Staffing as of 7/27/2013
Tier 1: Customer Service	10	10
Tier 2: Time & Attendance Ops	15	15
Temporary Staff	0	0
Supervisor	3	3
Senior Staff	4	3
Total	32	31

### Enabling Technologies

- **Metrics:** Includes data on IVR Users
- **Case Management:** No changes this period

### Activities – August

The ESC is currently supporting several activities underway to prepare for upcoming rollouts:

- ePay/eProfile ramp up.
- Automated Meal Break Menu launch.

**Source:** ESC Avaya CMS & COMiT Reports, data from 7/28/13 – 8/24/13

**\*Note:** “% of Employees served contacting ESC” does not account for repeat contacts (i.e., one employee calling multiple times).

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# Service Level Agreement

## Service Measures and Targets

The following service measures and targets are outlined in the ESC Service Level Agreement document. Data contained in this presentation includes both SLA and non-SLA measures.

Metric	Target
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	80% of customers rated overall satisfaction good to excellent
Percent of notification runs executed to completion: <ul style="list-style-type: none"> <li>All: Reminder Report Time</li> <li>Employees: Unreported time – 1<sup>st</sup> and 2<sup>nd</sup> notice</li> <li>Approvers: Unapproved reported time – 1<sup>st</sup> and 2<sup>nd</sup> notice</li> <li>Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications – 1<sup>st</sup> and 2<sup>nd</sup> notice</li> <li>Failsafe outreach to Agency HR/Payroll and signatory authorities when applicable</li> <li>Failsafe outreach to Comptroller and Chief HR Officer when applicable</li> </ul>	95%
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> <li>Simple*: 3 business days</li> <li>Complex*: 7 business days</li> </ul>	90%
SLA reports produced on time according to predefined schedule (see section 5.5)	90%
Percentage of approvers contacted with unresolved high exceptions requiring ESC intervention for resolution	98% 85% holiday/emergency leave weeks
Percentage of approvers contacted with unresolved low exceptions requiring ESC intervention for resolution	95% 80% holiday/emergency leave weeks

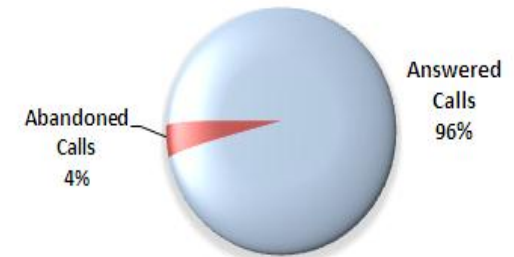


# Inbound Call Data

Overall call volume and wait times have increased month over month.

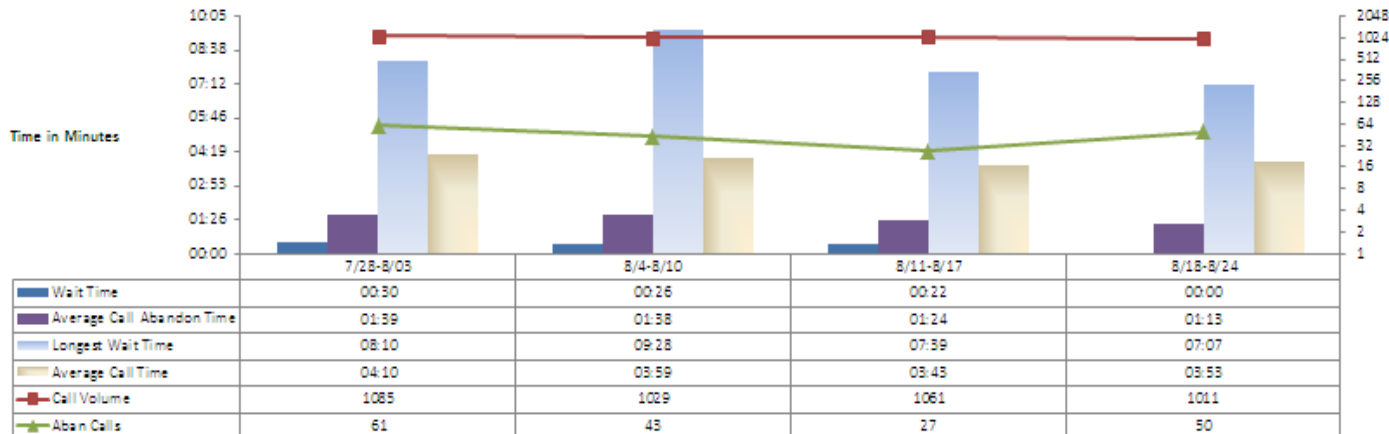
SLA Metric	Target Level	Current Period (07/28/13 to 08/24/13)	Previous Period (06/30/13 to 07/27/13)	August 2012
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time	:26 seconds	:34 seconds	:28 seconds

## Abandoned Calls

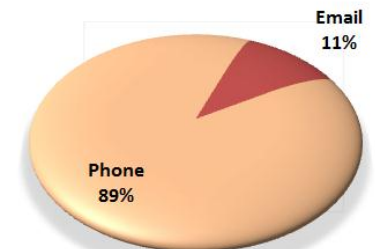


Total = 4,182 calls

## Wait Time, Call Volumes, & Abandonment Rates



## Ticket Source



Total = 4,002 tickets

Source: ESC COMiT & Avaya data from 7/28/13 – 8/24/13.

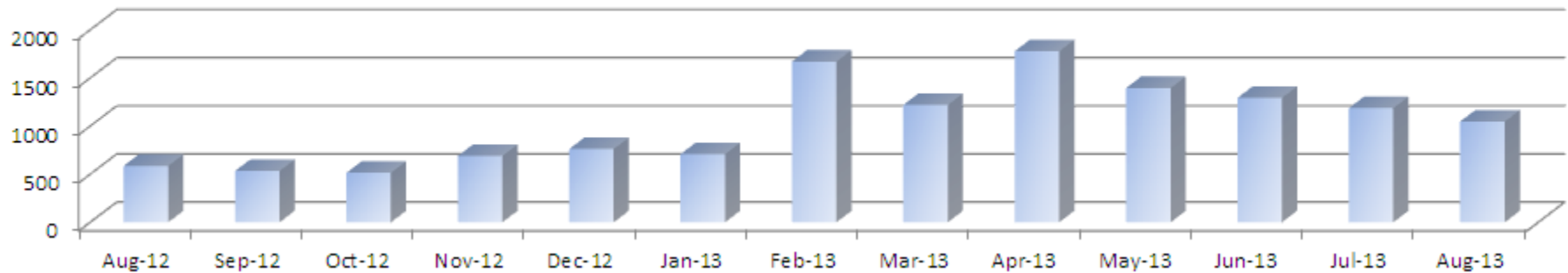
\*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.



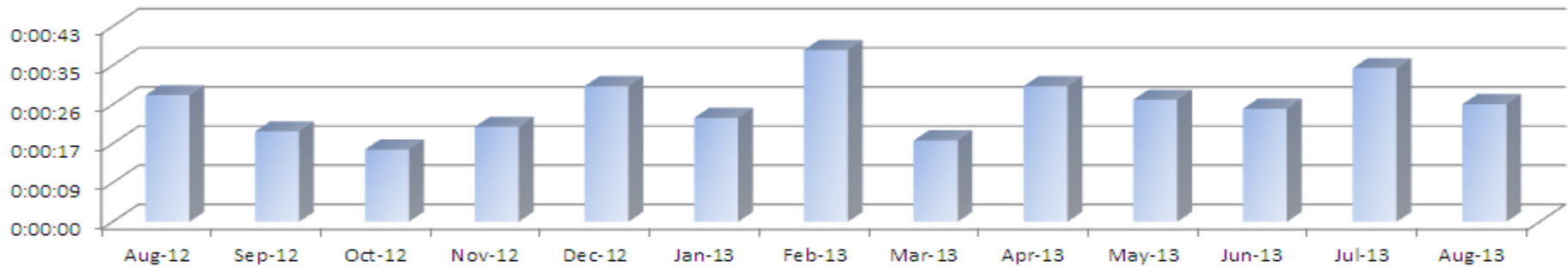
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# Inbound Call Data – 12 Month Lookback

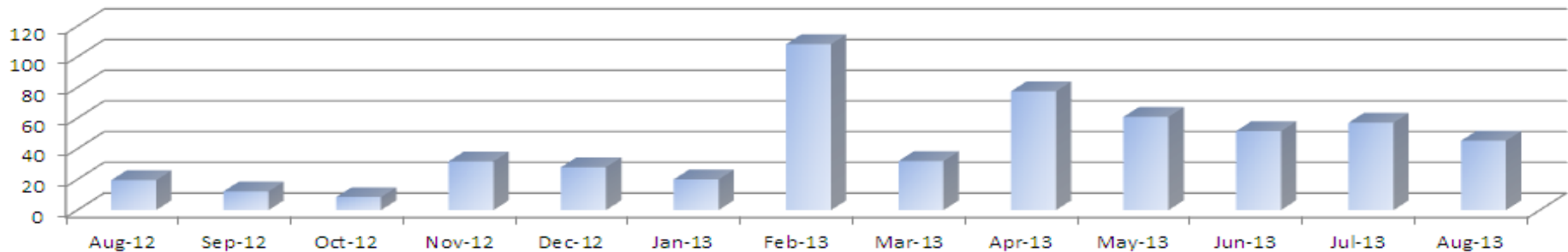
Average Call Volume



Average Wait Time



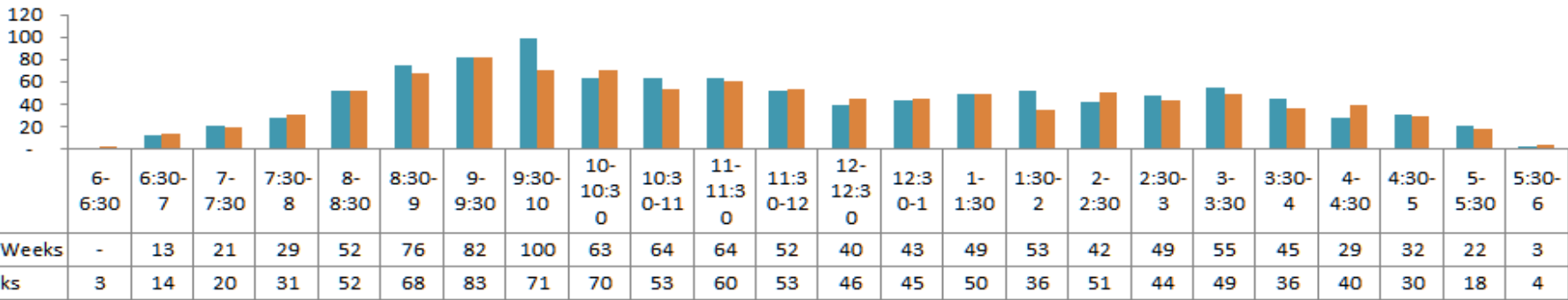
Average Abandonment Rates



# Timing of Inquiries

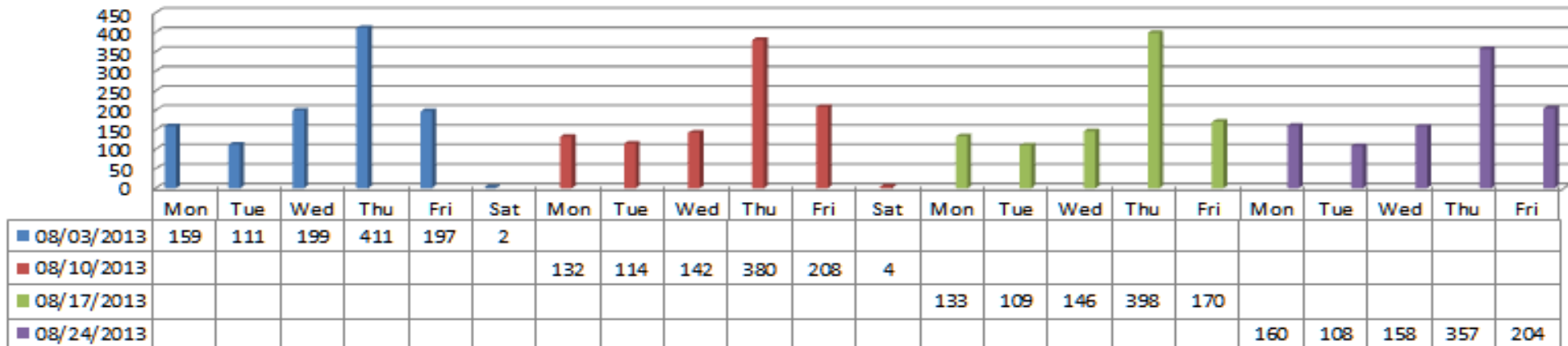
Call volumes continue to peak following weekly time submission deadlines and notifications. Peak call hours are from 8:30 am to 12:00 pm.

Average Calls by Timeframe  
Payroll vs. Non-Payroll Processing Weeks



Thursday represents the highest volume due to impact of payroll cycle.

Tickets by Day



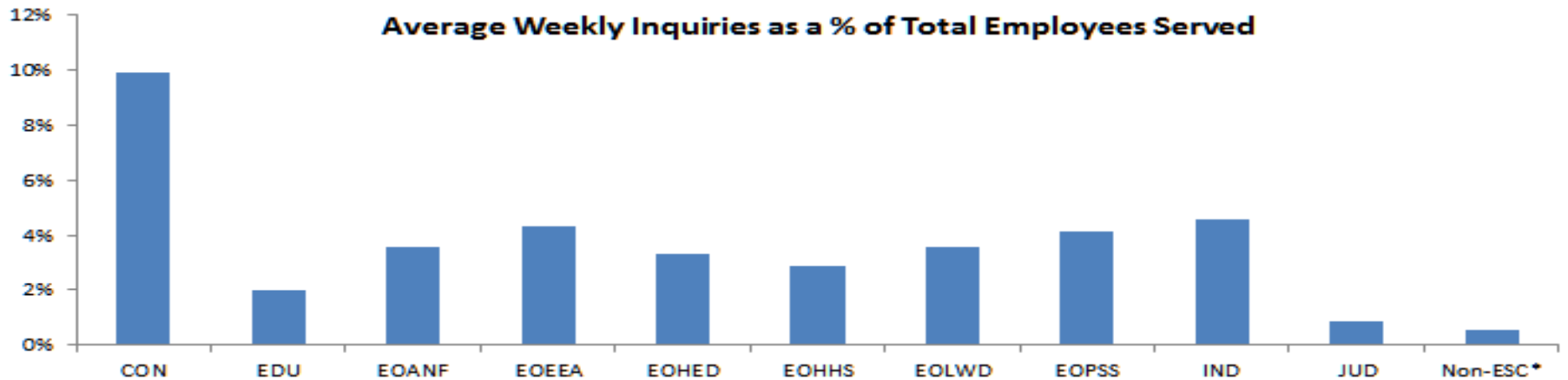
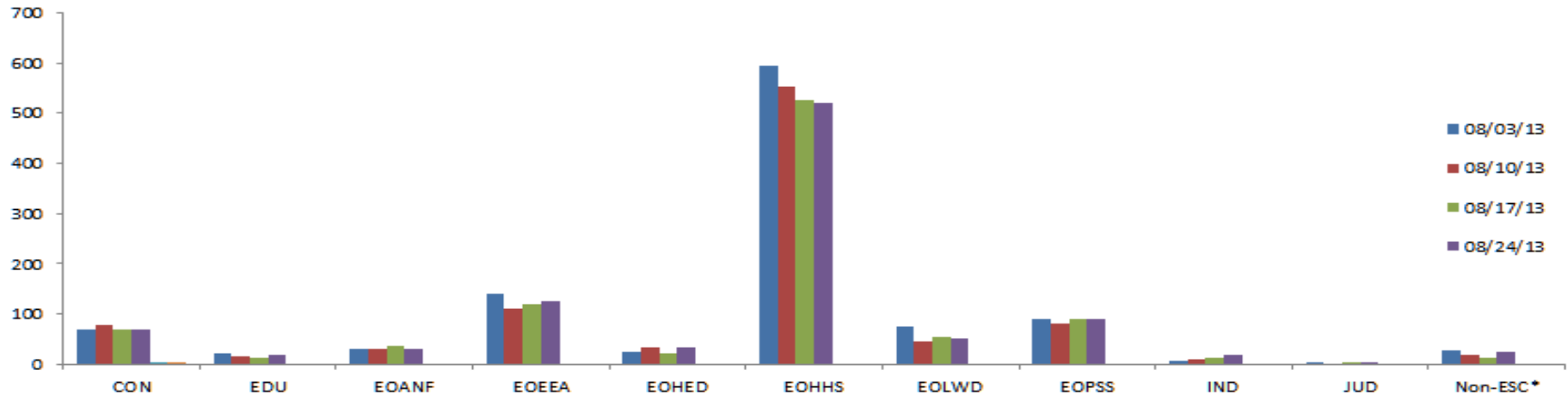
Source: ESC COMit & Avaya data from 7/28/13 – 8/24/13.

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# Inbound Inquiries by Secretariat

**EOHHS agencies represent the largest volume of inquiries to the ESC. CON, IND and EOEEA represent the highest volume as a percent of employees served.**



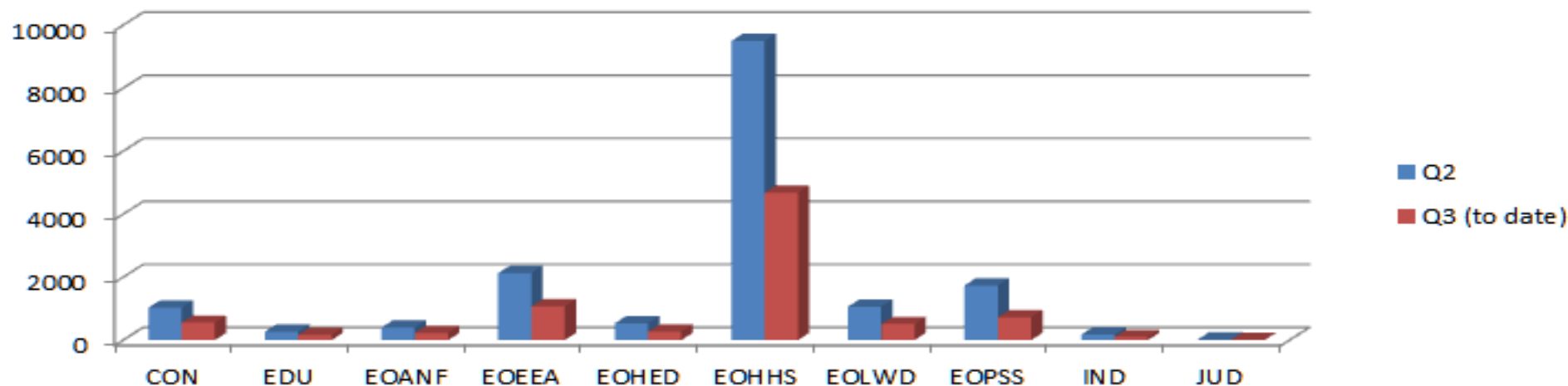
**Source:** ESC COMiT data from 7/28/13 – 8/24/13. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).

\*Non-ESC percentage factored from the total number of inquiries as there is no base population; Non-ESC represents SSTA employees not supported by ESC.

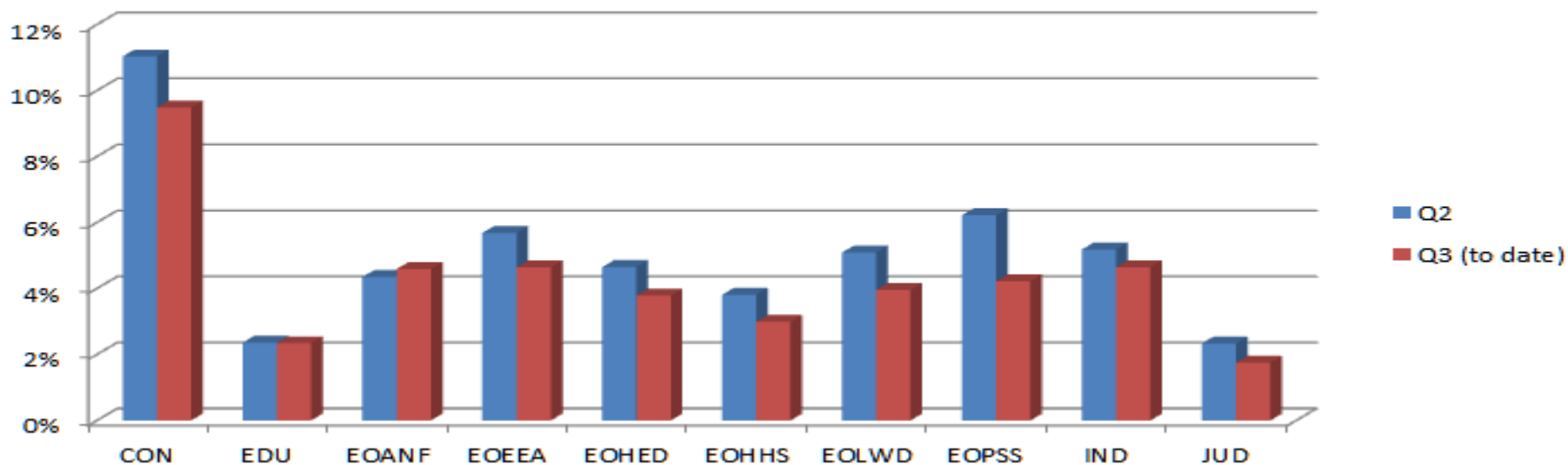




# Inbound Inquiries by Secretariat – Quarterly (Since Full Launch)



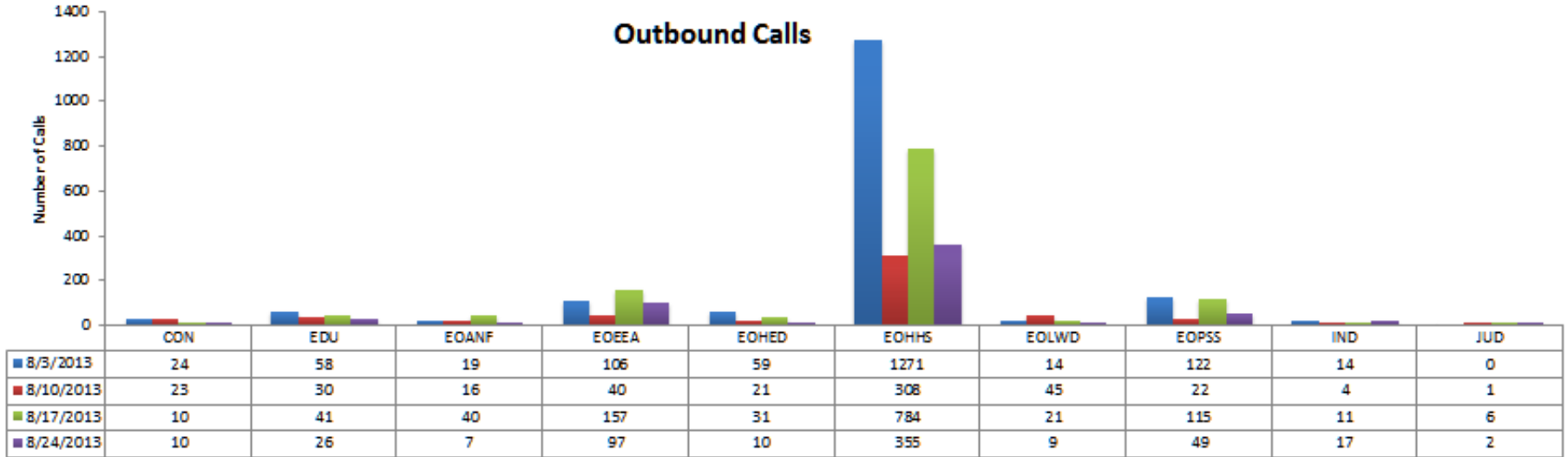
**Average Weekly Inquiries as a % of Employees Served**



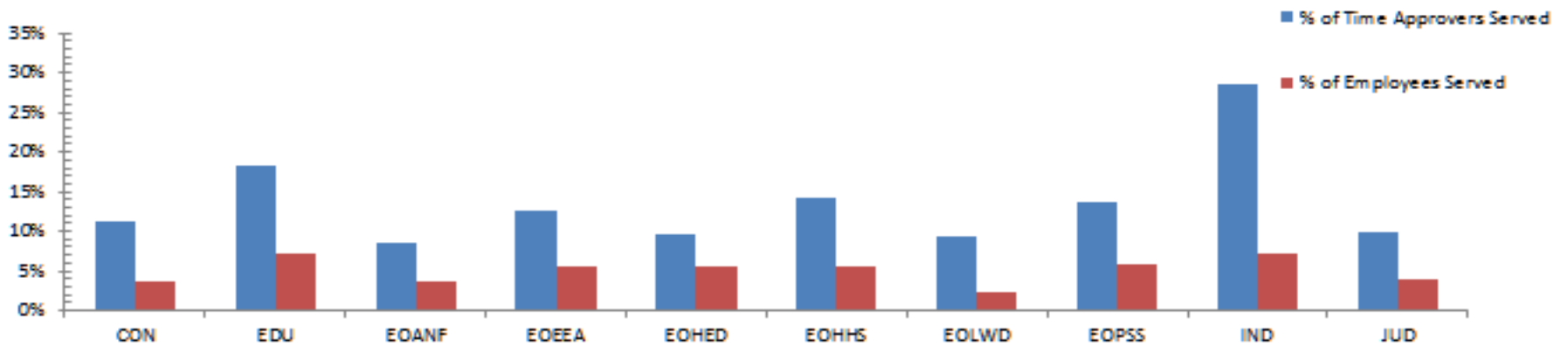
# Outbound Exception Management Calls

Outbound calls are made on a weekly basis when employees and approvers miss the deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

EOHHS agencies represent the largest volume of outbound calls from the ESC.  
The largest volume of outbound calls within EOHHS are to DSS.



## Average weekly calls as a % of Employees Served



**Source:** : ESC Exception Management System data from 7/28/13 – 8/24/13. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).

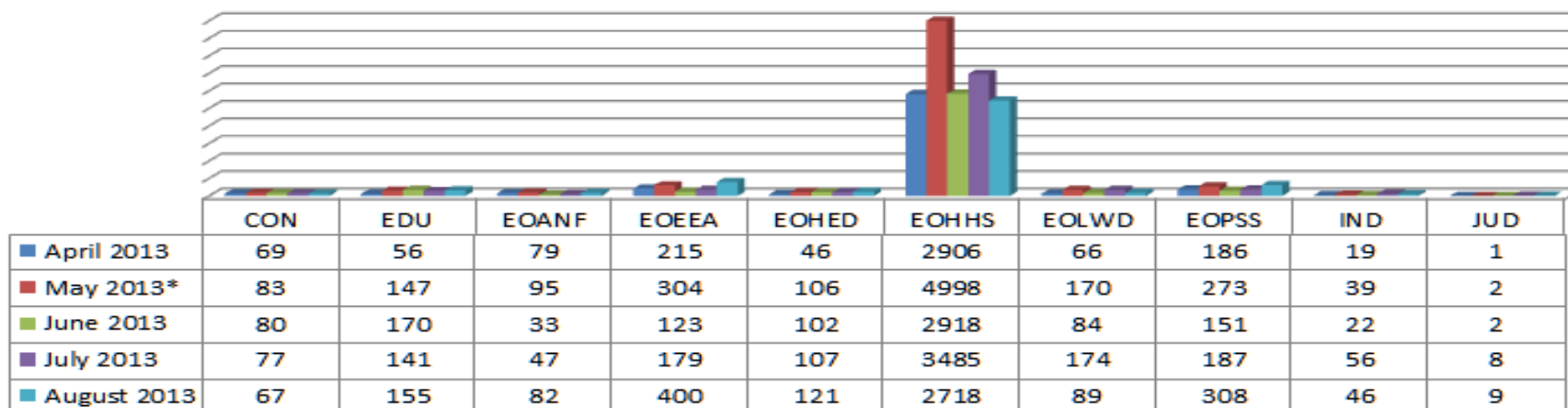
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# Outbound Exception Management Calls – Monthly Lookback (Since Full Launch)

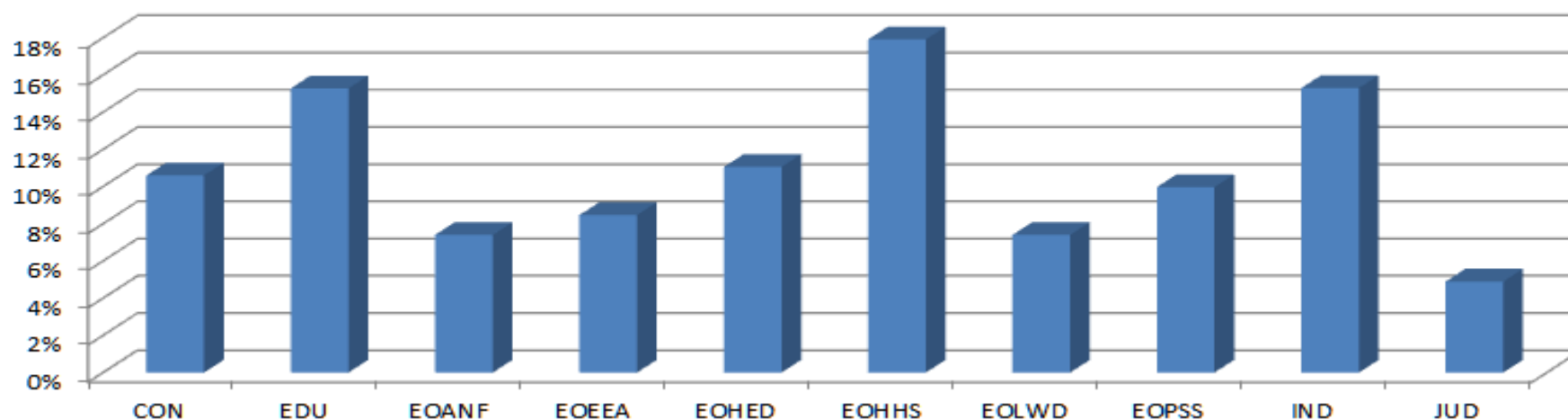
Outbound calls are made on a weekly basis when employees and approvers miss their deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

**Outbound Calls**



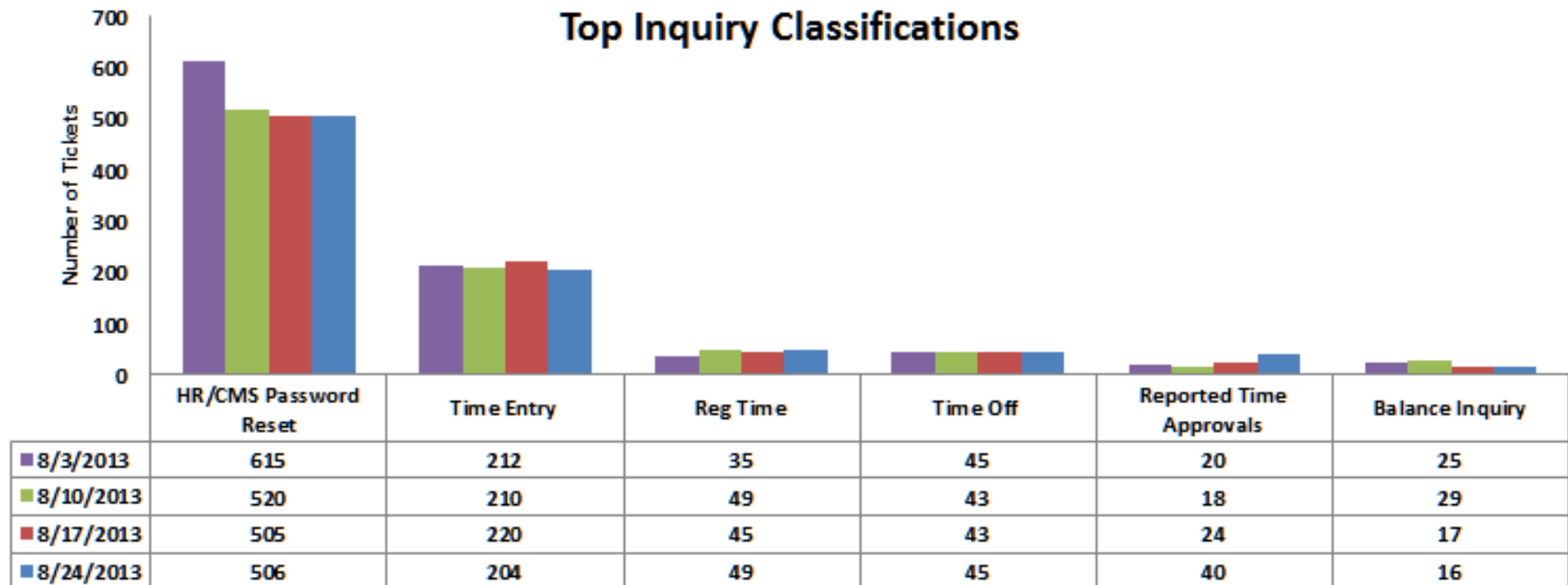
\*May 2013 represents 6 weeks

**Average Monthly Calls as a % of Employees Served**



# Type of Inquiries Received

Password Resets remain the most common inquiry type, followed by Time Entry and Reg Time.

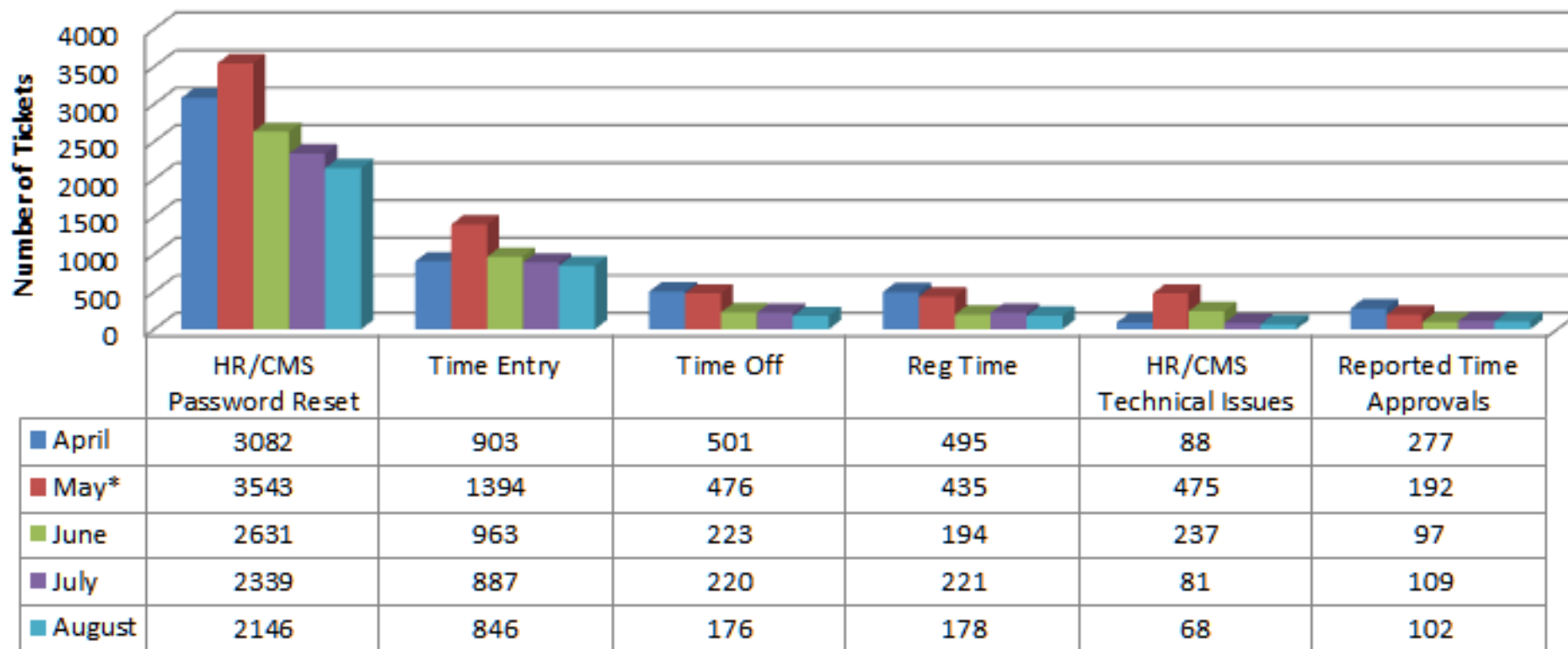


Source: ESC COMiT data from 7/28/13 – 8/24/13.



# Type of Inquiries Received – Since Full Launch

**Top Inquiry Classifications Since Full Launch**



\*May 2013 represents 6 weeks

# Case Resolution Time

SLA Metric	Target	Current Period (07/28/13 – 08/24/13)	Previous Period (06/30/13 – 07/27/13)	Previous Period (06/02/13 – 06/29/13)
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99.7%	100%	99.9%
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	1 Day – 97% 3 Days – 99%	1 Day – 99% 3 Days – 99%	1 Day – 99% 3 Days – 99%

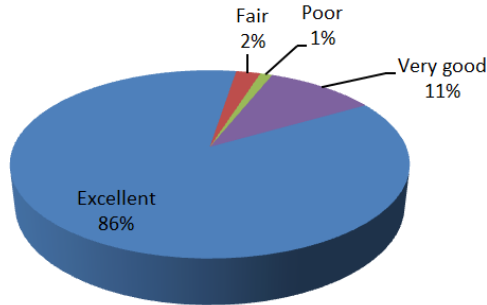
**Source:** ESC COMiT data from 7/28/13 – 8/24/13



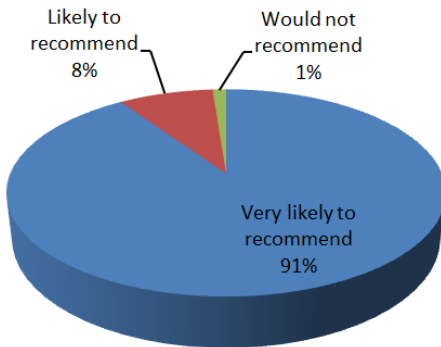
# Customer Satisfaction Survey Results

SLA Metric	Target	Current Period (07/28/13 – 08/24/13)	Previous Period ( 6/30/12 – 07/27/13)	Previous Period (06/02/13 – 06/29/13)
<b>Customer satisfaction</b>  (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample.)	80% of customers rate overall satisfaction good to excellent	97 % rated good to excellent  (2.1 % response rate)	97% rated good to excellent  (1.9% response rate)	96% rated good to excellent  (3.0% response rate)

How would you rate the quality of service you received from the Employee Service center?



How likely would you be to recommend the Employee Service Center to a colleague?



## Sample Comments:

"Was very happy with the service and that we were able to resolve the matter."

"This was my first experience requesting help, and I was very impressed with the response time, and your automated messages. Thank you for your assistance!"

"This was one of three calls made to the ESC. Staff was extremely helpful and had a solid understanding of the SSTA system."

"Since employees are not always where a computer available for recording payroll time, the telephone service you provide is a valuable timely service."

**Source:** ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 7/28/13 – 8/24/13.

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# SLA Targets vs. Actual Performance



Delivering HR Services That Matter

Metric	Target	Current Period Performance 7/28/13 – 8/24/13	Previous Period Performance 6/30/13 – 7/27/13	Trend
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time	26 seconds	34 seconds	
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99.7%	99%	
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	97% within 1 Day and 99% within 3 Days	99% within 1 Day and 99% within 3 Days	
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	80% of customers rate overall satisfaction good to excellent	96% rated good to excellent (2.1% responded)	97% rated good to excellent (1.9% responded)	
Percent of notification runs executed to completion: <ul style="list-style-type: none"> <li>All: Reminder Report Time</li> <li>Employees: Unreported time - 1<sup>st</sup> &amp; 2<sup>nd</sup> notice</li> <li>Approvers: Unapproved reported time - 1<sup>st</sup> &amp; 2<sup>nd</sup> notice</li> <li>Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications -1<sup>st</sup> &amp; 2<sup>nd</sup> notice</li> <li>Failsafe outreach to Agy. HR/PY and signatories</li> <li>Failsafe outreach to CTR and CHRO</li> </ul>	95%	100%	100%	
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> <li>Simple*: 3 business days</li> <li>Complex*: 7 business days</li> </ul>	90%	None requested	None requested	
SLA reports produced on time according to predefined schedule (see section 5.5)	Y/N	N	N	





# Review Schedule Service Charter Scorecard

Service Month*		
Start Date	End Date	Report Available
6/30/2013	7/27/2013	08/21/2013
7/28/2013	8/24/2013	09/18/2013
8/25/2013	9/21/2013	10/16/2013
9/22/2013	10/19/13	11/13/2013
10/20/2013	11/30/2013	12/18/2013
12/01/2013	12/28/2013	01/22/2014
12/29/2013	1/25/2014	02/19/2014
1/26/2014	2/22/2014	03/19/2014
2/23/2014	3/22/2014	04/16/2014
3/23/2014	4/19/2014	05/14/2014
4/20/2014	5/31/2014	06/18/2014
6/1/2014	6/28/2014	07/23/2014

**\*Note:** "Service Month" reporting periods are split by the closest pay period start and end dates to the beginning and end of the calendar month.



# Appendix: Agencies Served

Agencies Served	Employees	Agencies Served	Employees	Agencies Served	Employees
ADD-Developmental Disabilities Council	18	DPH-Department Of Public Health	3171	MCD-Commission For The Deaf And Hard of Hearing	86
AGR-Department Of Agricultural Resources	96	DPS-Department Of Public Safety	51	MGC - Massachusetts Gaming Commission	62
ALA-Administrative Law Appeals Division	33	DPU-Department Of Public Utilities	146	MIL-Massachusetts National Guard	315
ANF-Eo Administration & Finance	48	DSS-Department Of Children And Families	3224	MMP-Massachusetts Marketing Partnership	22
APC-Appeals Court	90	DYS-Department Of Youth Services	885	MRC-Mass Rehabilitation Commission	920
ART-Mass Cultural Council	26	EDU-Executive Office Of Education	79	OCD-Dept Of Housing And Community	296
ATB-Appellate Tax Board	20	EEC-Department Of Early Education	204	OHA-Massachusetts Office On Disability	11
BSB-Bureau Of State Buildings	12	EED-Executive Office Of Housing & Economic Development	47	ORI-Office For Refugees And Immigrants	21
CDA-Massachusetts Emergency Management Agency	99	EHS - Executive Office of Health and Human Services	1561	OSC-Office Of The Comptroller	125
CHE-Soldiers' Home In Massachusetts	380	ELD-Department Of Elder Affairs	59	OSD-Division Of Operational Services	82
CHS-Department of Criminal Justice Information Systems	40	ENE-Department Of Energy Resources	54	PAR-Parole Board	205
CME-Chief Medical Examiner	74	ENV-Executive Office Of Energy and Environmental Affairs	299	REG-Division Of Professional Licensure	122
CSC-Civil Service Commission	7	EOL-Executive Office Of Workforce Development	1598	RGT-Department Of Higher Education	75
CSW-Commission On Status Of Women	2	EPS-Executive Office Of Public Safety and Security	193	SCA-Office Of Consumer Affairs And Business Regulations	31
DCP-Capital Asset Management And Maintenance	356	EQE-Department Of Environmental Protection	833	SDA-Sheriffs Department Association	0
DCR-Department Conservation And Recreation	970	FWE-Department Of Fish And Game	321	SEA-Department Of Business And Technology	23
DFS-Department Of Fire Services	572	GIC-Group Insurance Commission	57	SOR-Sex Offender Registry	45
DMH - Department of Mental Health	3342	HCF-Health Care Finance & Policy	108	SRB-State Reclamation Board	166
DMR -Department of Developmental Services	3296	HLY-Soldiers' Home In Holyoke	384	TAC-Department Of Telecommunications	25
DOB-Division Of Banks	166	HPC - Health Policy Commission	0	TRB-Teachers Retirement Board	97
DOC - Department of Corrections	543	HRD-Human Resources Division	143	TRE-Office Of The State Treasurer	230
DOE-Department Of Elementary & Secondary Education	519	LIB-George Fingold Library	12	VET-Department Of Veterans Service	77
DOI-Division Of Insurance	122	LOT-Lottery And Gaming Commission	415	VWA-Victim And Witness Assistance	17
DOS-Division Of Standards	18	MCB-Mass Commission For The Blind	175	WEL-Department Of Transitional Assistance	1585
				<b>Grand Total:</b>	<b>29506</b>



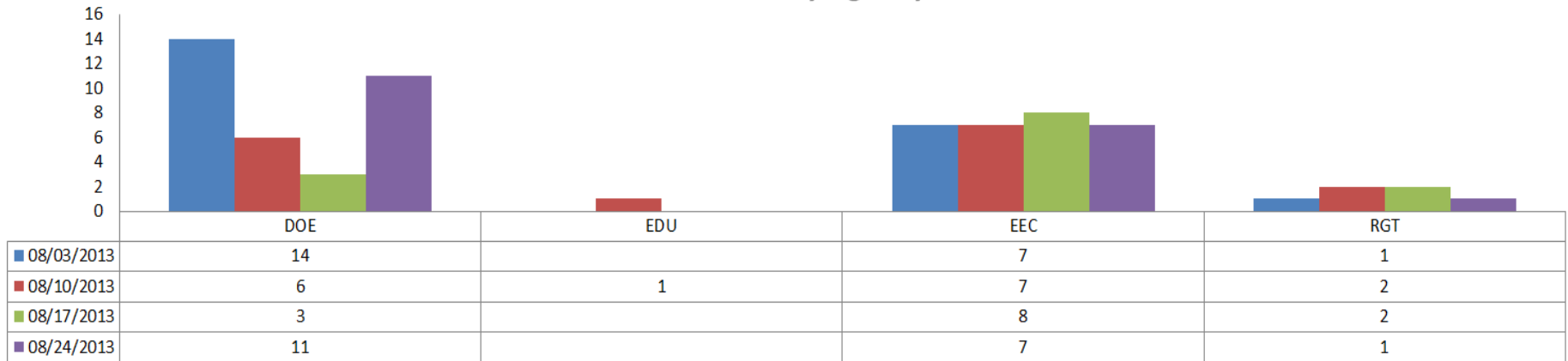
# Appendix: Inquiries by Agency

- Note: No inquiries were received for this service month from:
  - CSC
  - MMP
  - TAC



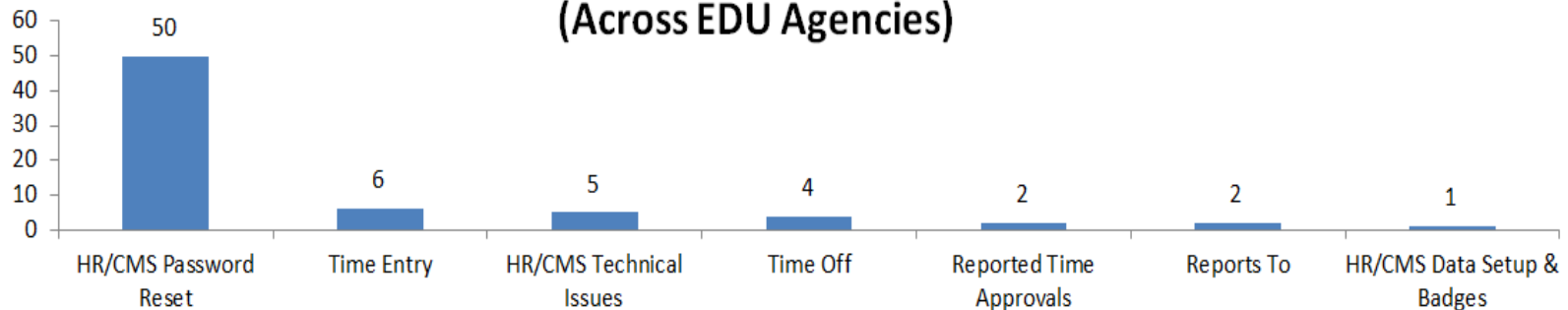
# Education Secretariat Agencies

Number of Tickets by Agency

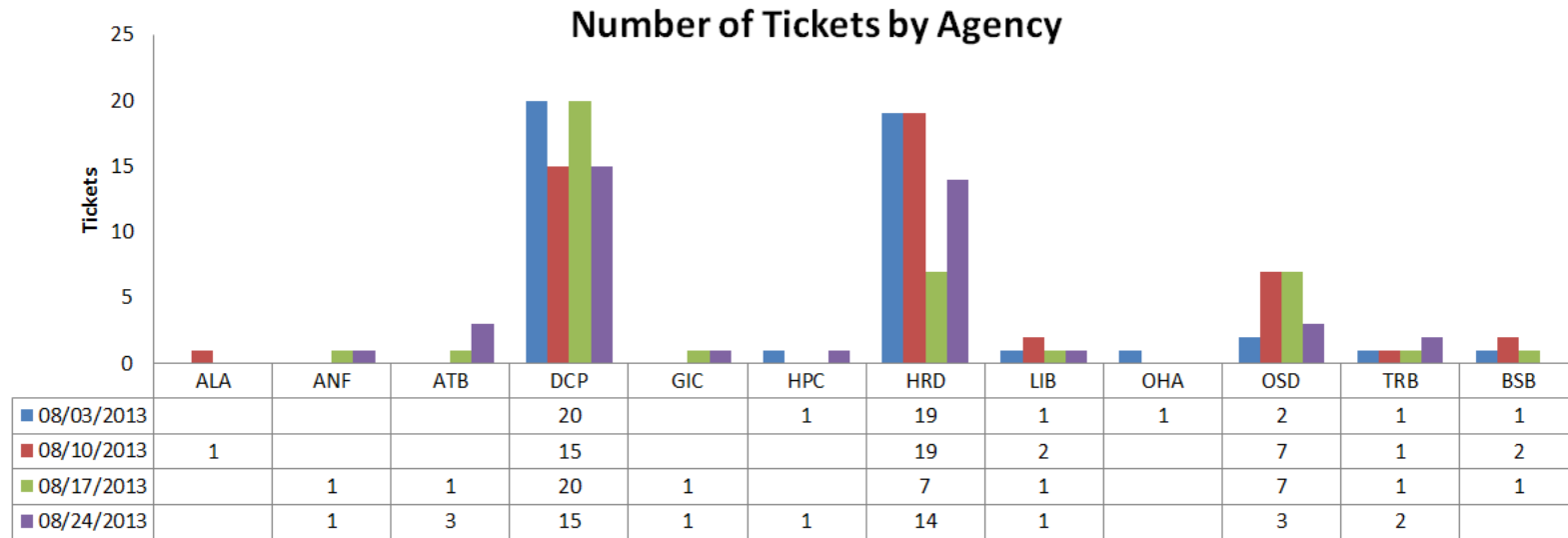


Two tickets were forwarded to Agency HR/Payroll during the period of 07/27/2013-08/24/2013

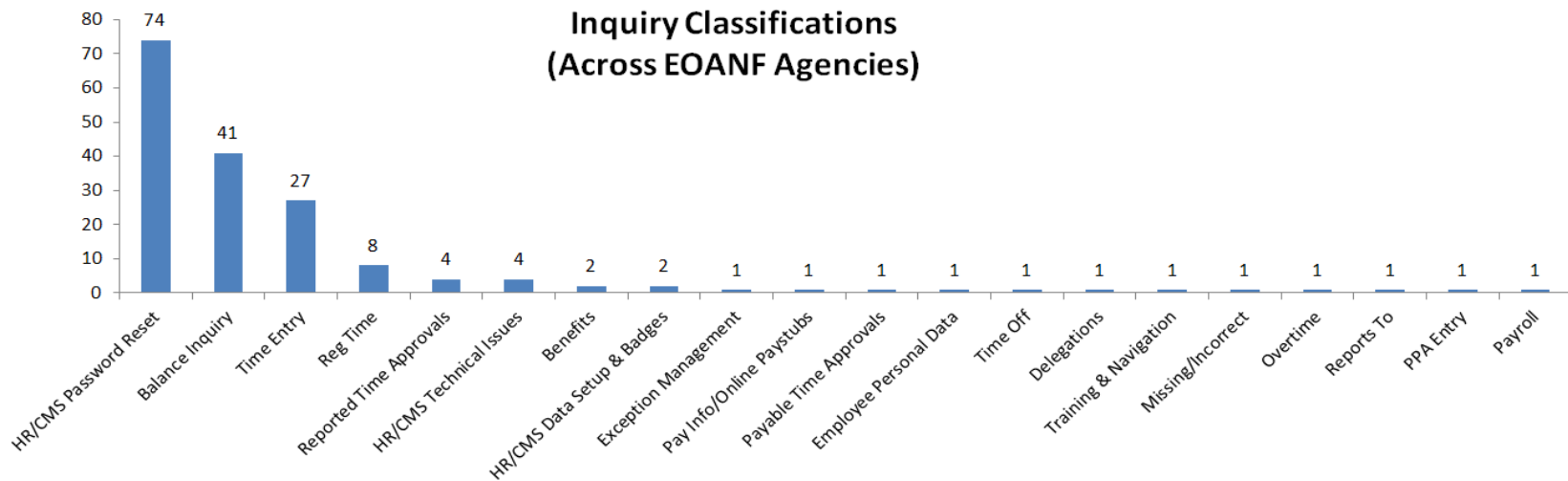
Inquiry Classifications  
(Across EDU Agencies)



# EOANF Secretariat Agencies

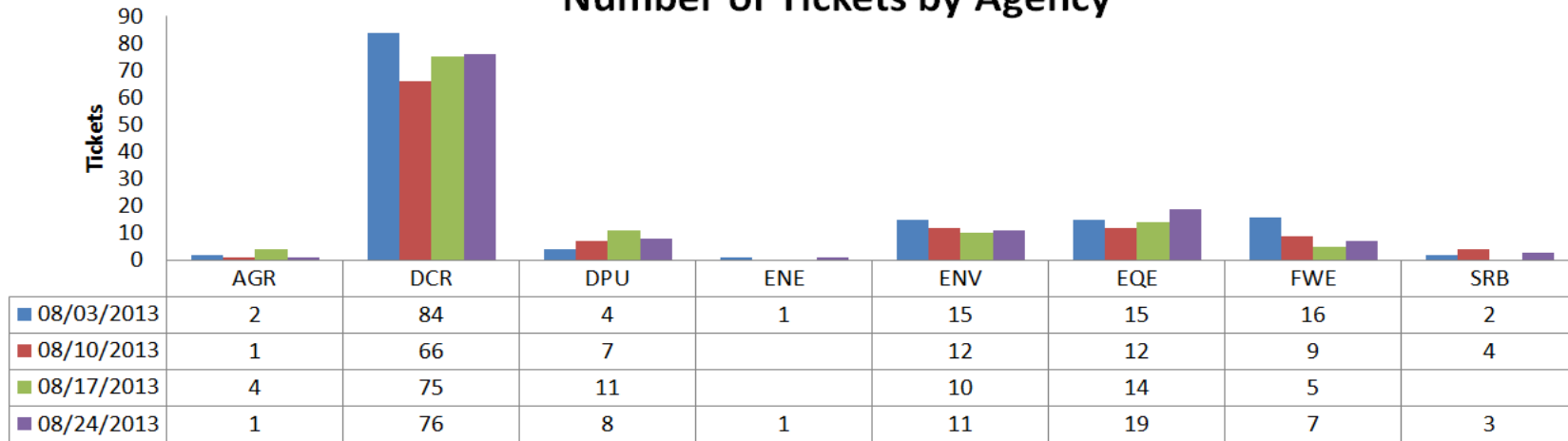


**Two tickets were forwarded to Agency HR/Payroll during the period of 07/27/2013-08/24/2013**



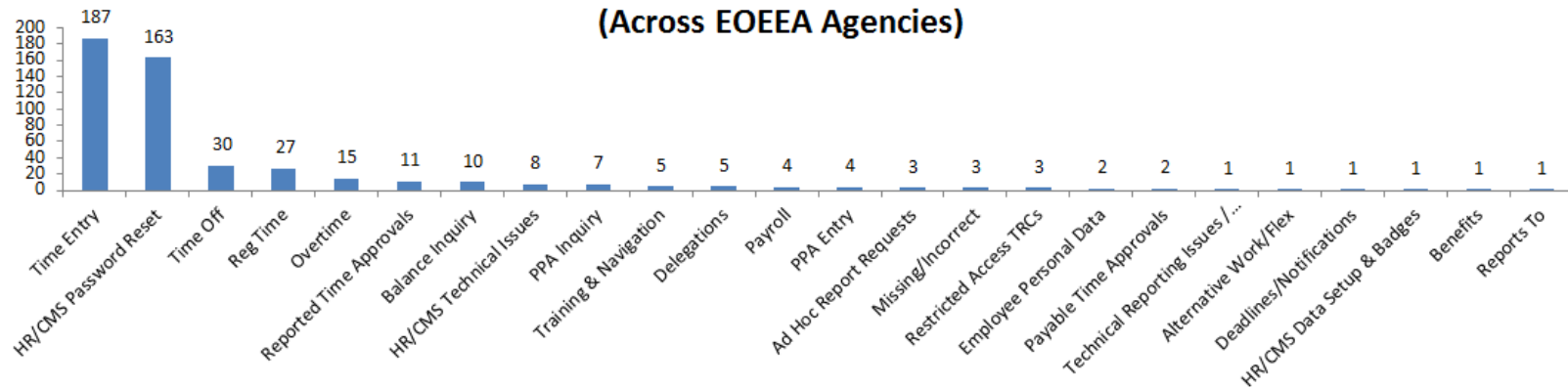
# EOEEA Secretariat Agencies

Number of Tickets by Agency



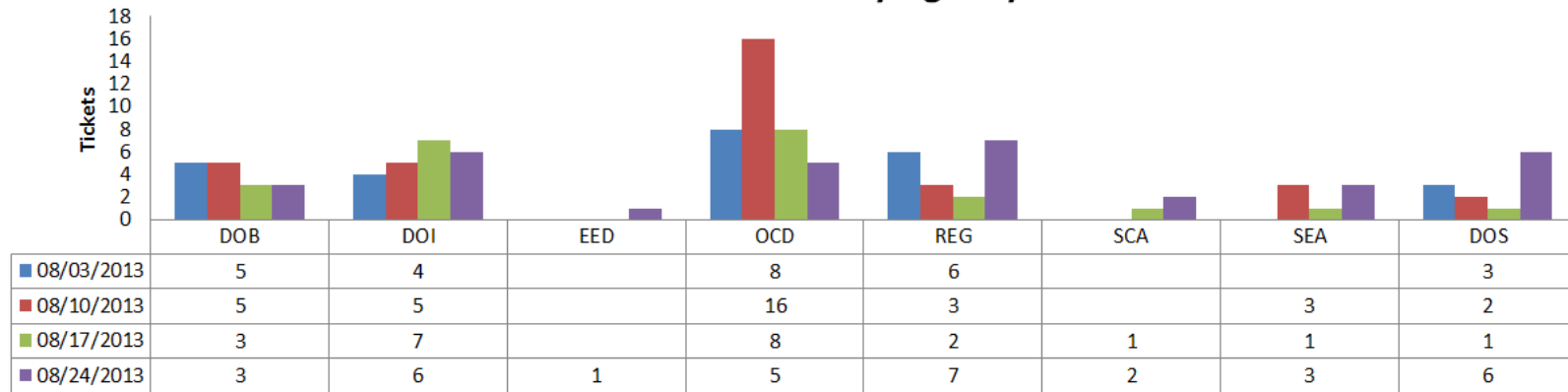
18 tickets were forwarded to Agency HR/Payroll during the period of 07/27/2013-08/24/2013

Inquiry Classifications  
(Across EOEEA Agencies)



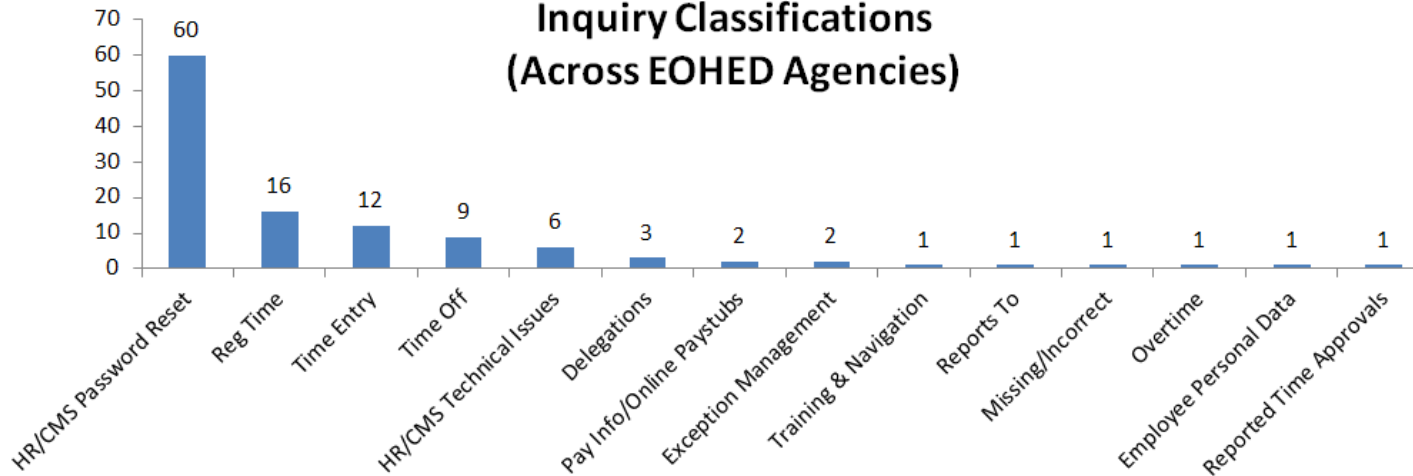
# EOHED Secretariat Agencies

Number of Tickets by Agency

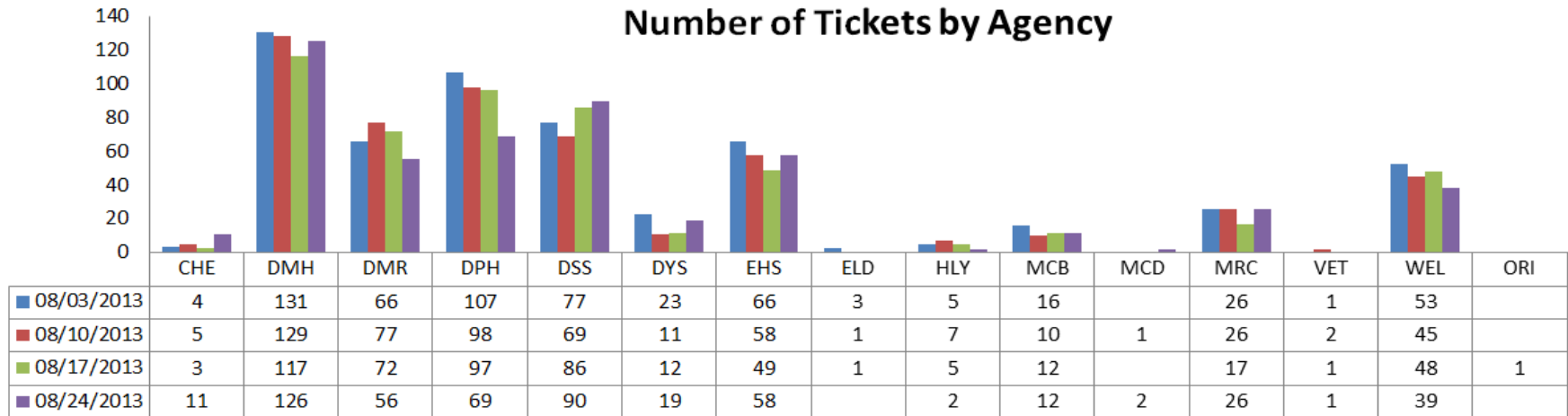


Two tickets were forwarded to Agency HR/Payroll during the period of 07/27/2013-08/24/2013

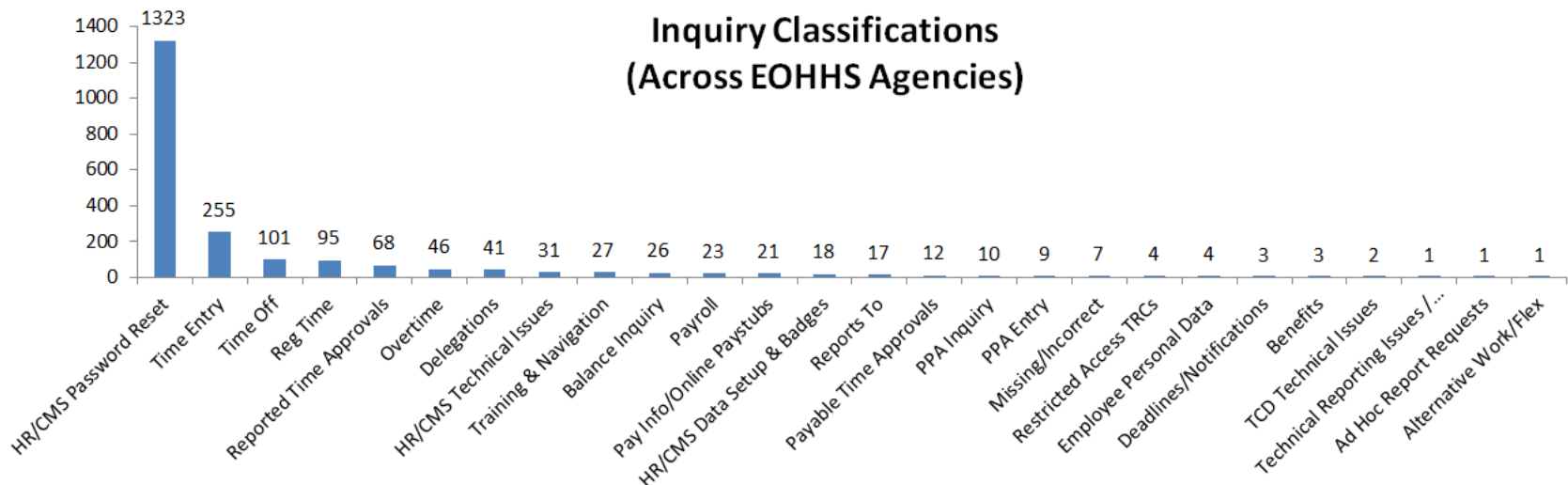
Inquiry Classifications  
(Across EOHED Agencies)



# EOHHS Secretariat Agencies

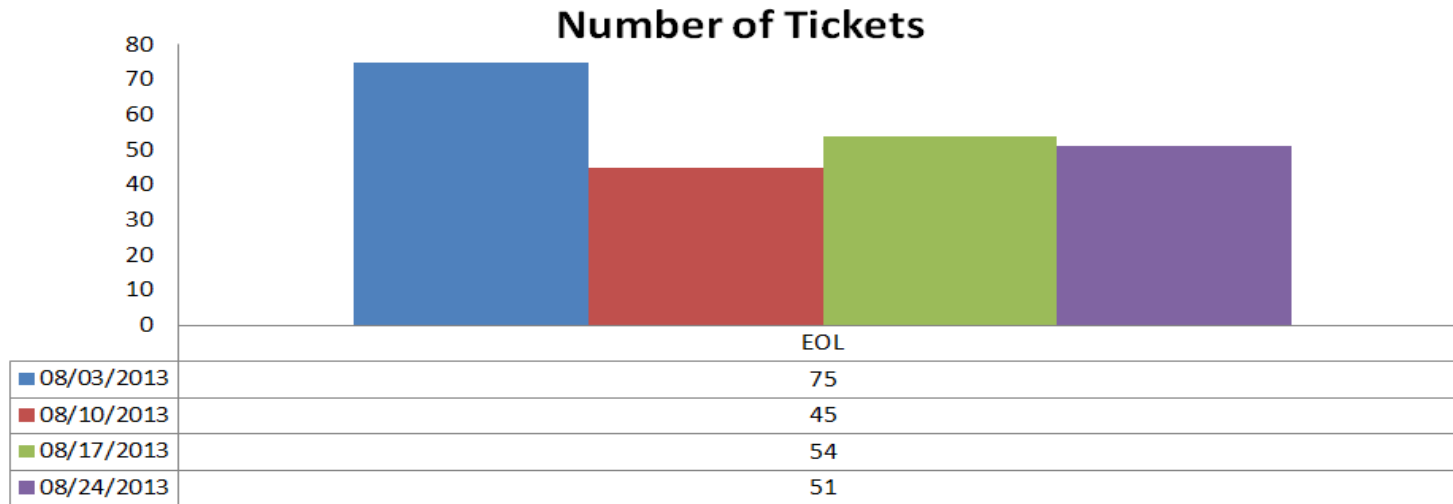


**107 tickets were forwarded to Agency HR/Payroll during the period of 07/27/2013-08/24/2013**

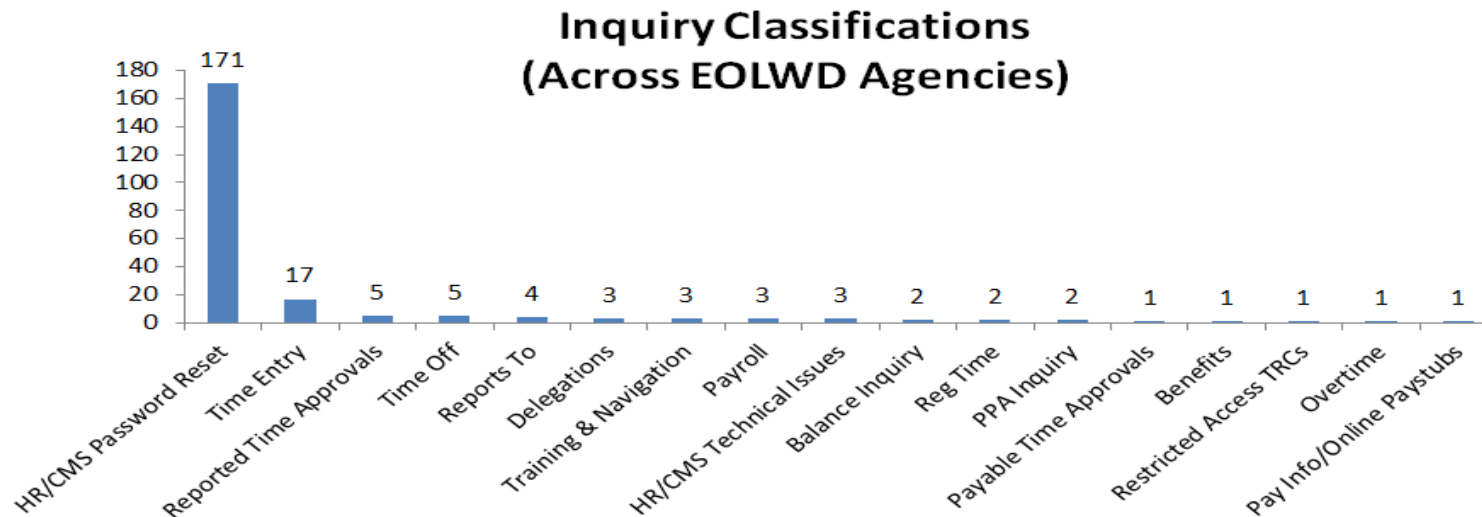




# EOLWD Secretariat Agencies

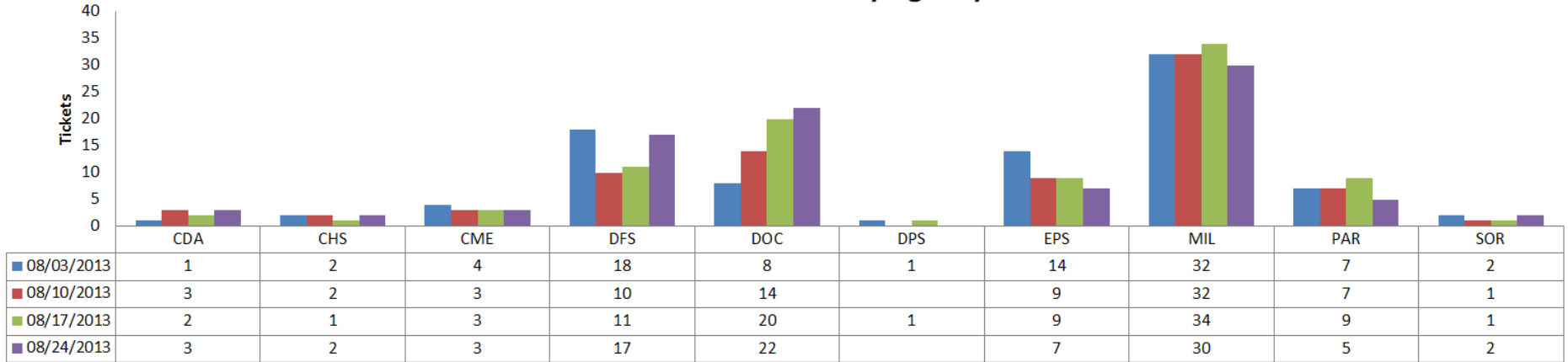


**10 tickets were forwarded to Agency HR/Payroll during the period of 07/27/2013-08/24/2013**

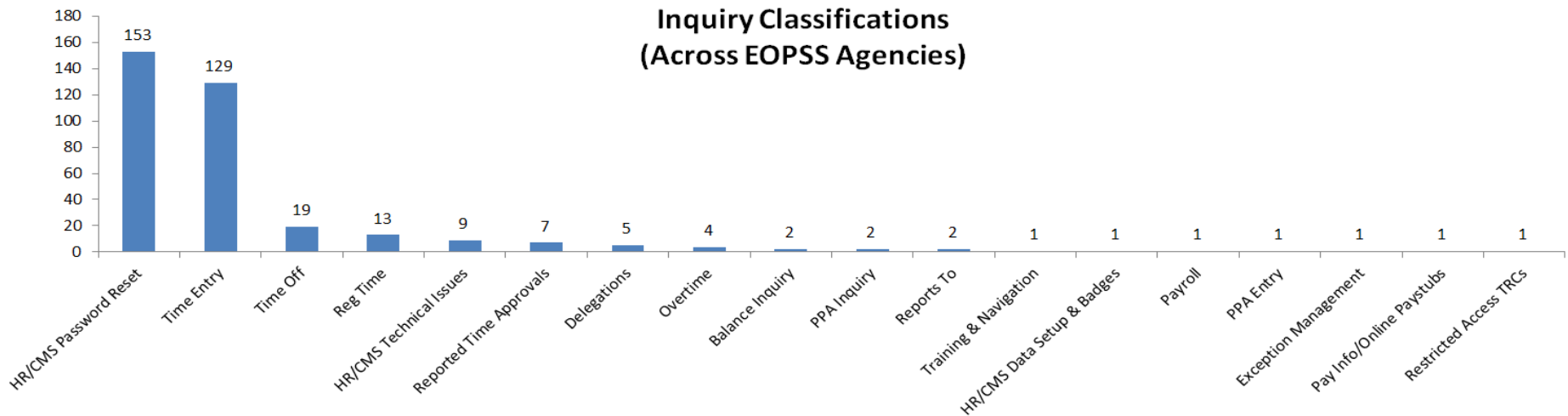


# EOPSS Secretariat Agencies

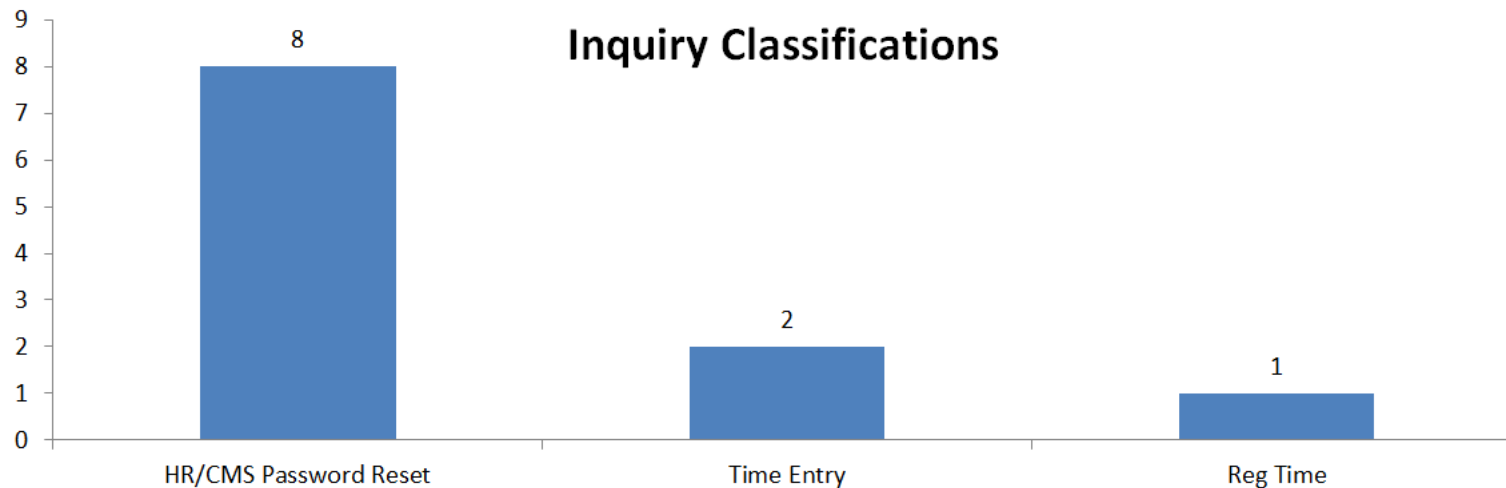
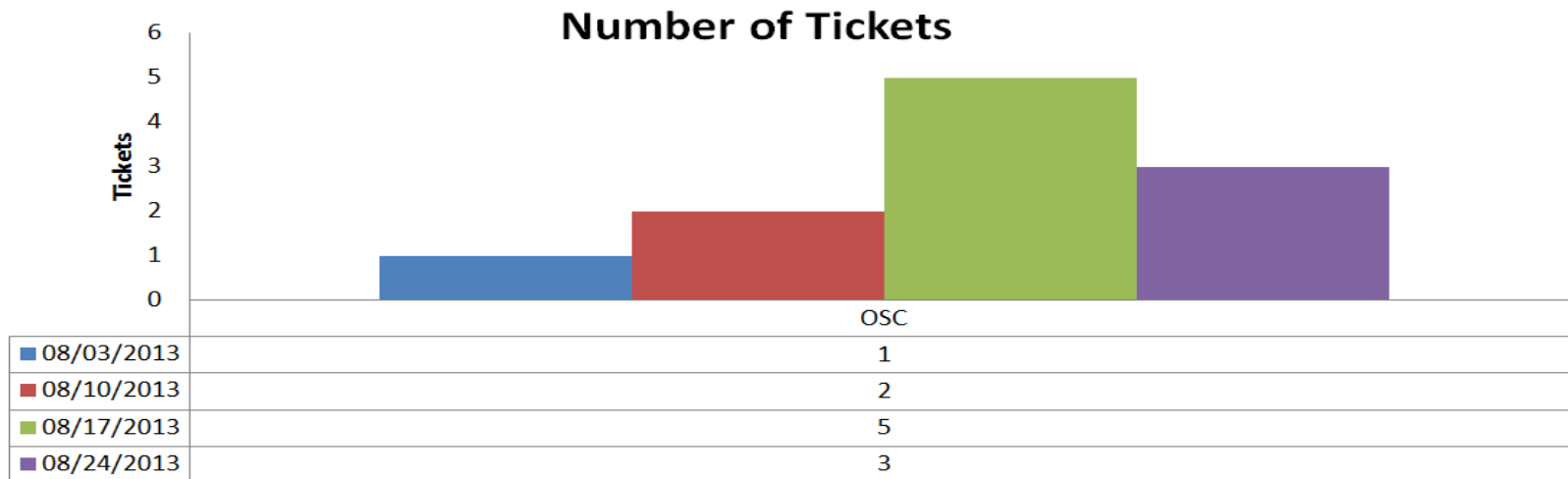
Number of Tickets by Agency



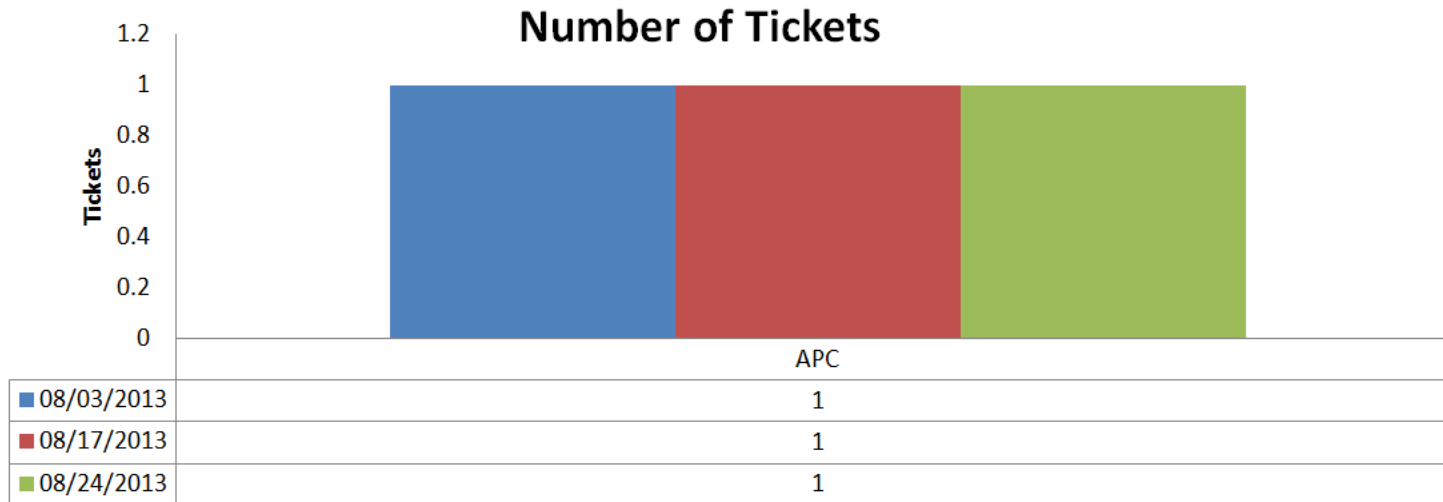
Two tickets were forwarded to Agency HR/Payroll during the period of 07/27/2013-08/24/2013



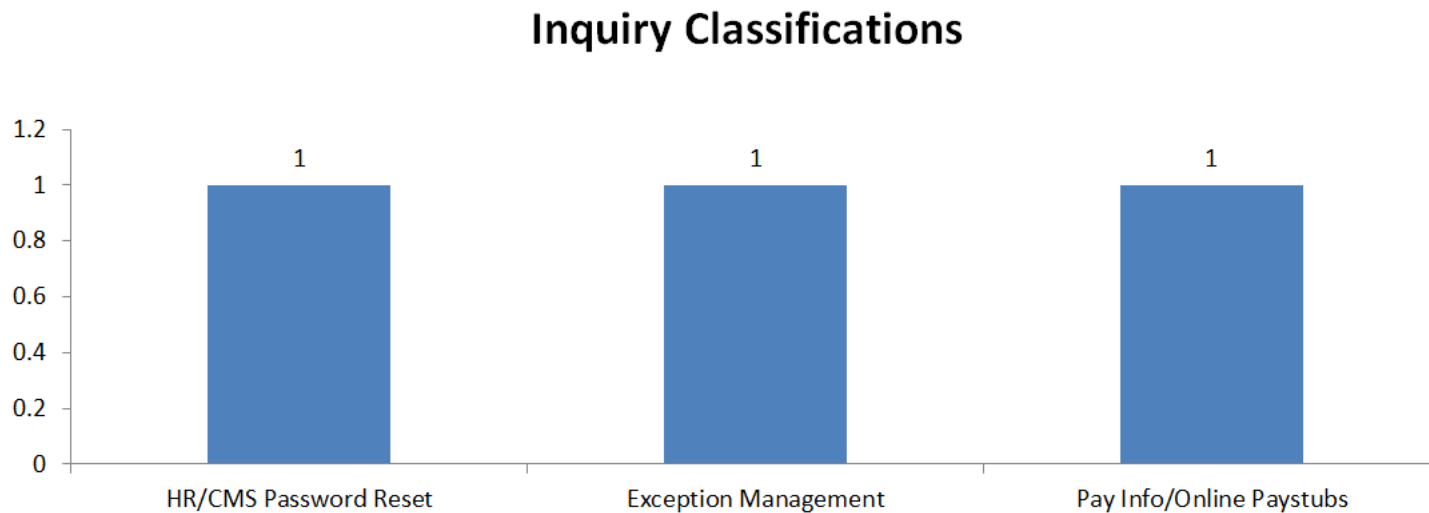
# OSC Tickets and Classification



# APC Tickets and Classification

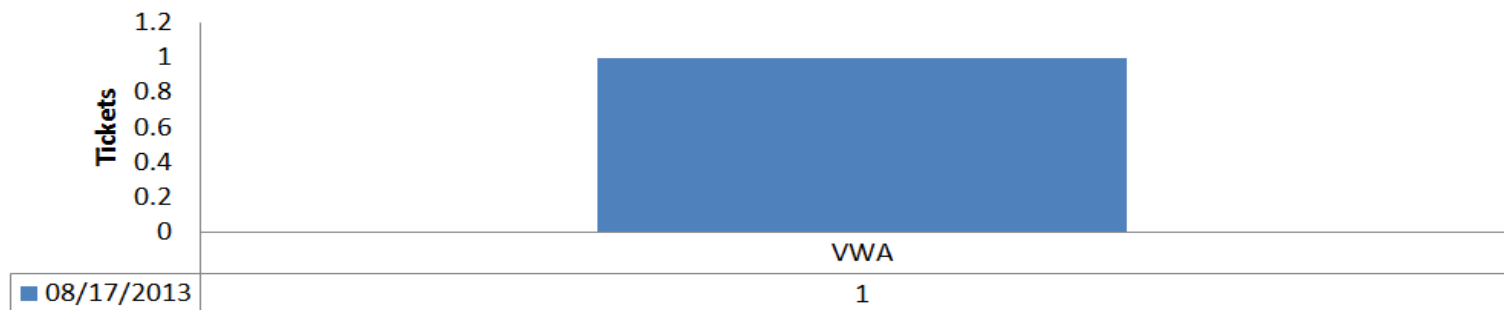


**The ESC did not receive any requests week ending 08/10/2013**



# VWA Data Tickets and Classification

## Number of Tickets



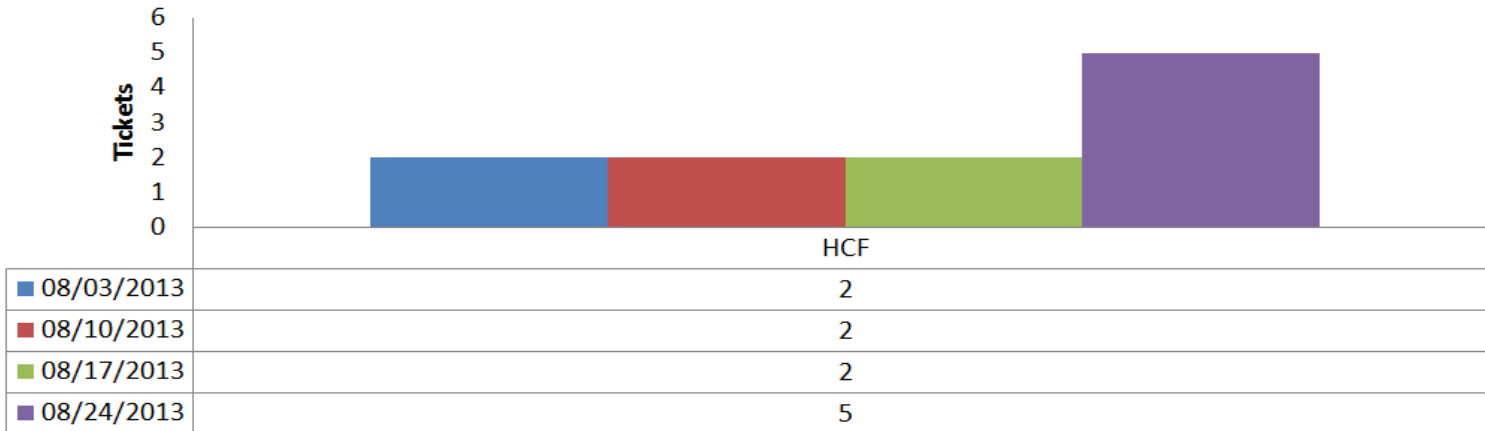
The ESC did not receive any requests weeks ending 08/03/2013, 08/10/2013 or 08/24/13

## Inquiry Classifications

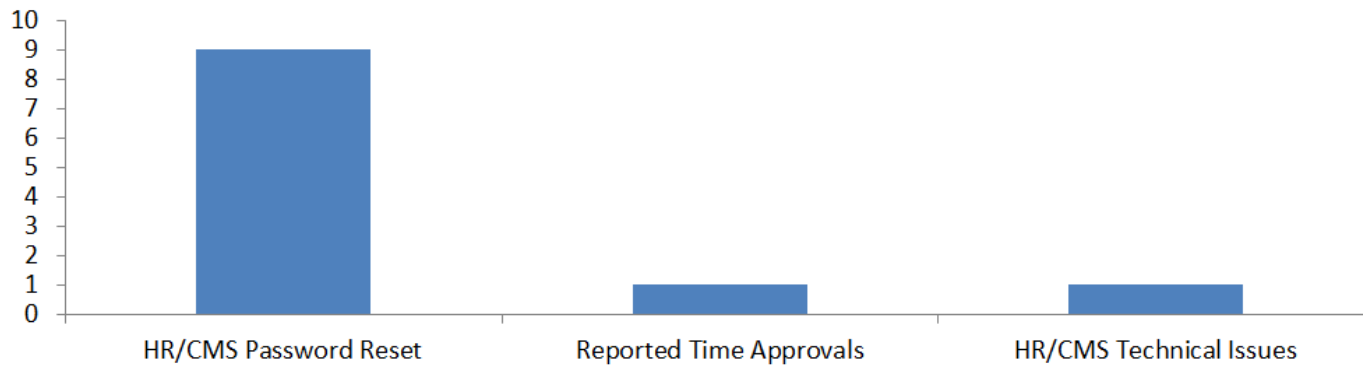


# HCF Tickets and Classification

Number of Tickets

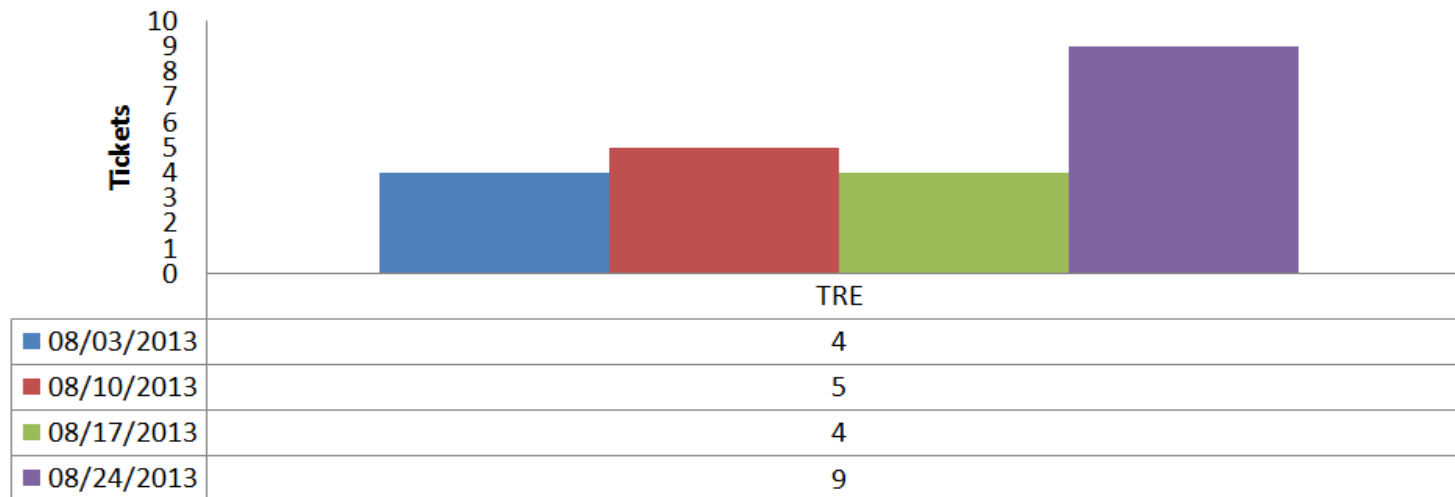


Inquiry Classifications

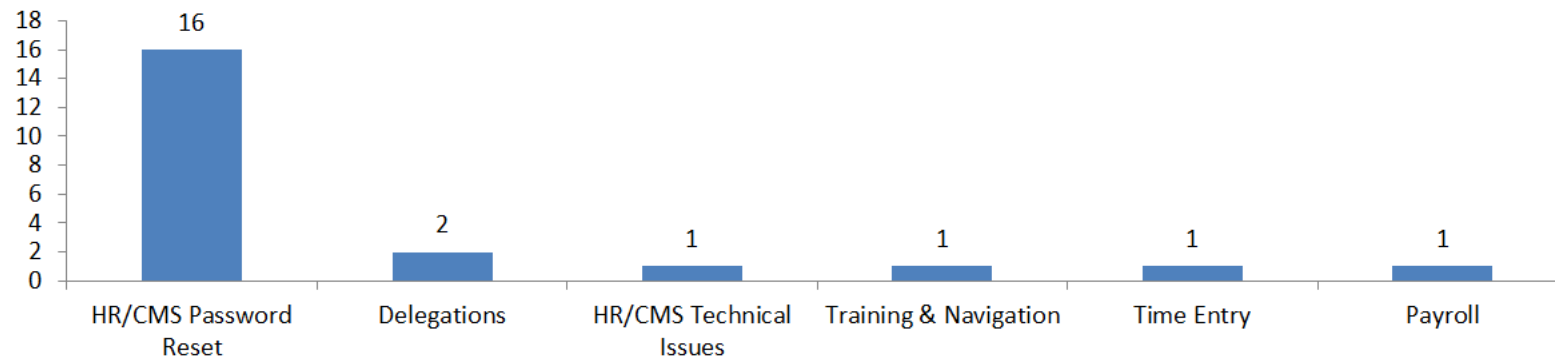


# TRE Tickets and Classification

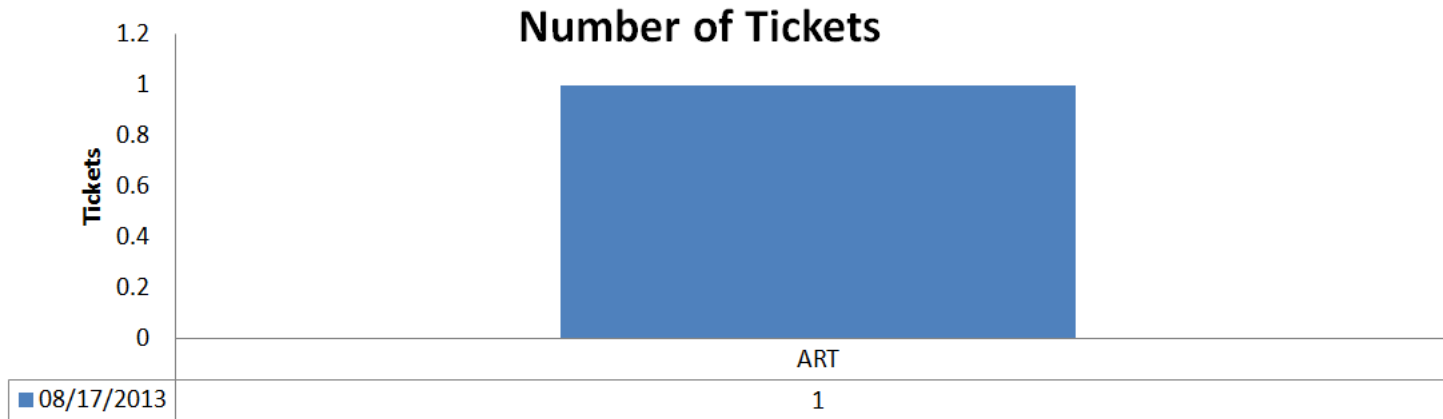
## Number of Tickets



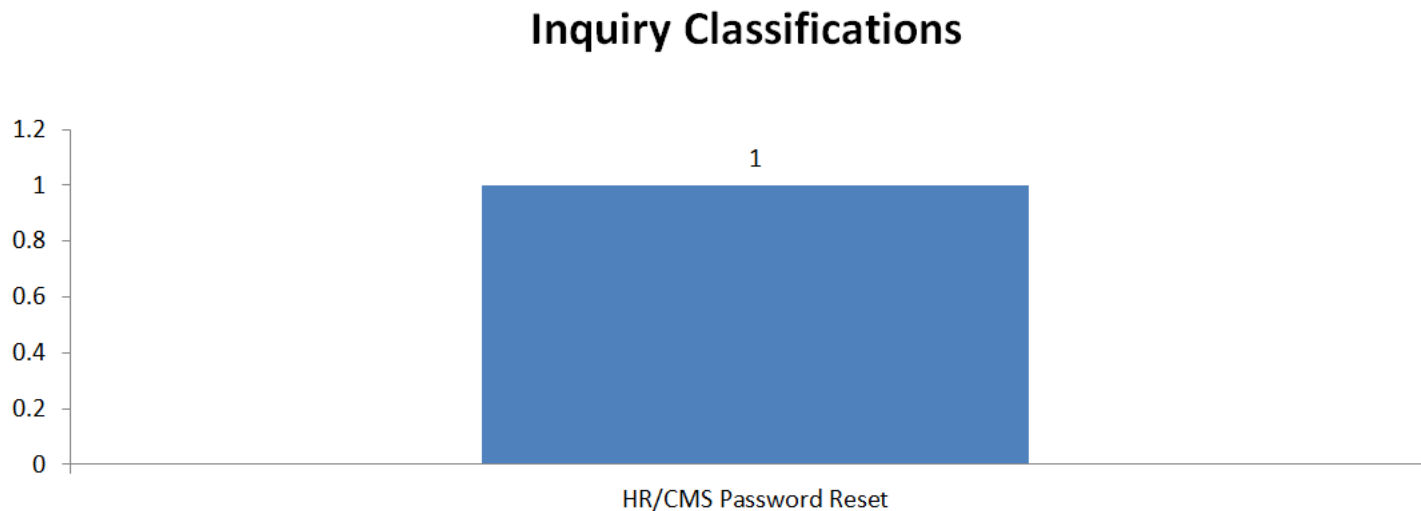
## Inquiry Classifications



# ART Tickets and Classification

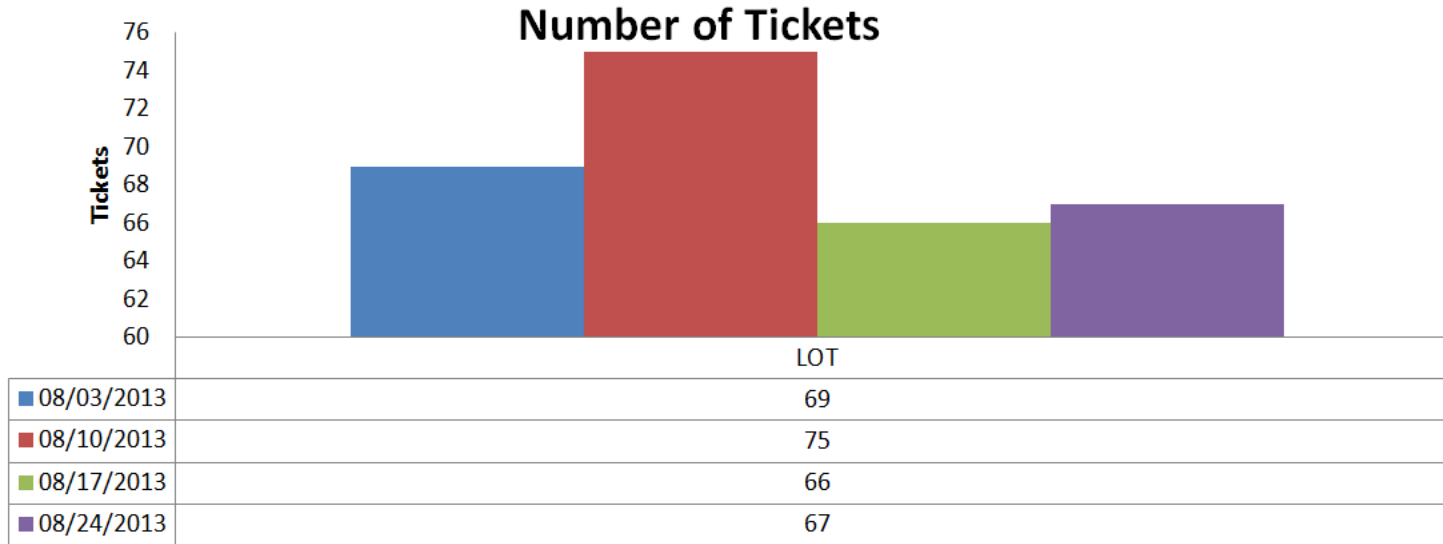


The ESC did not receive any requests  
the weeks ending 08/03/2013, 08/10/2013  
or 08/24/2013

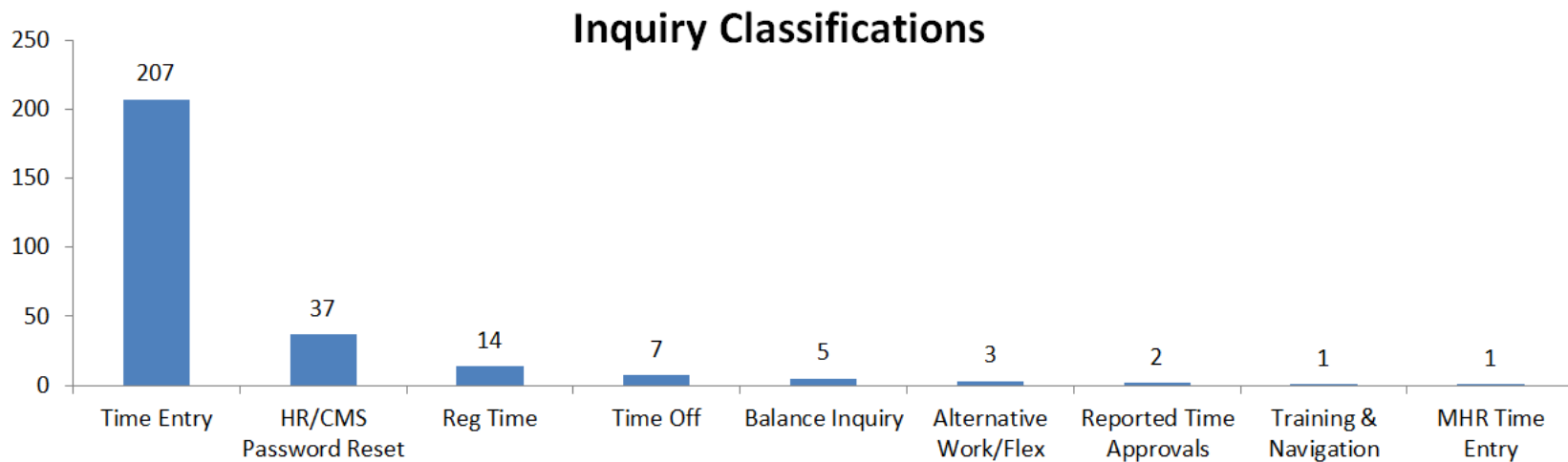




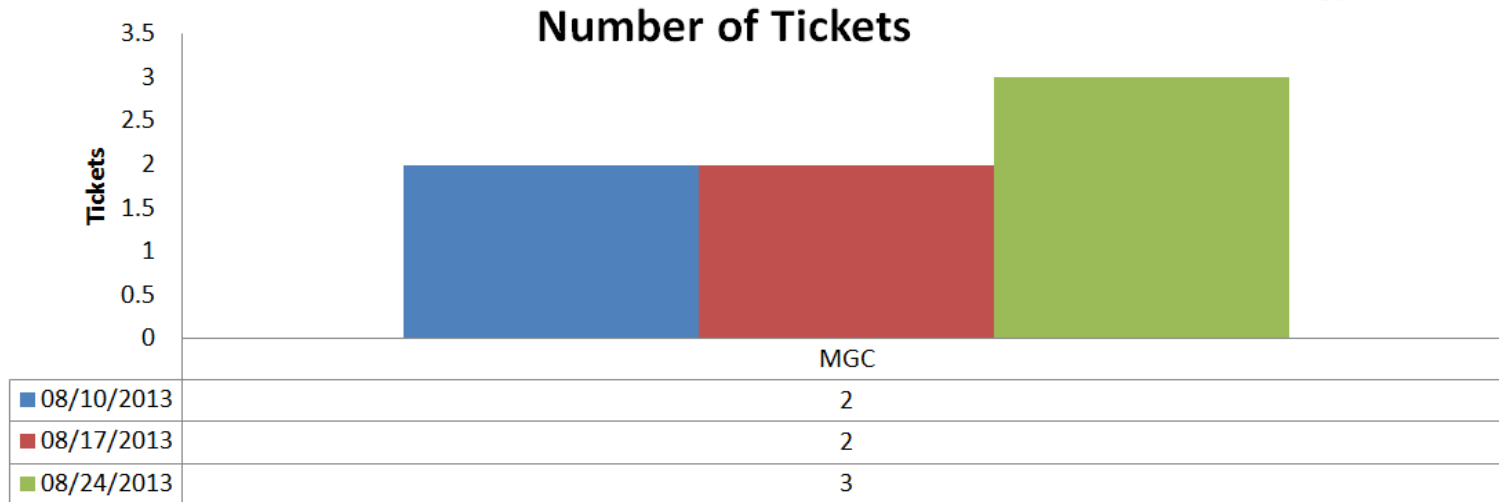
# LOT Tickets and Classification



One ticket was forwarded to Agency HR/Payroll during the period of 07/27/2013-08/24/2013

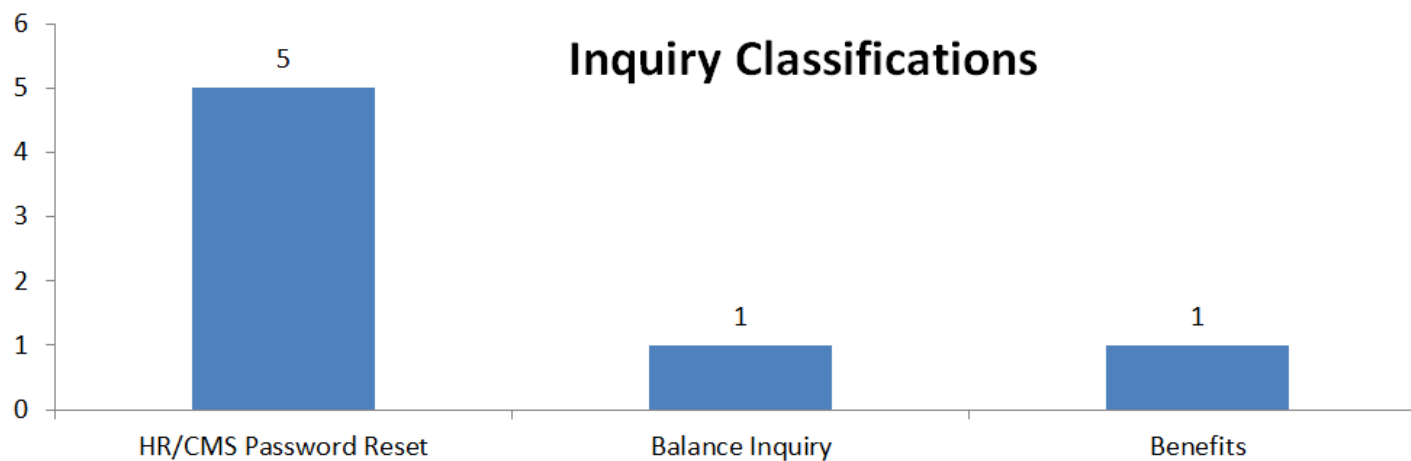


# MGC Tickets and Classification

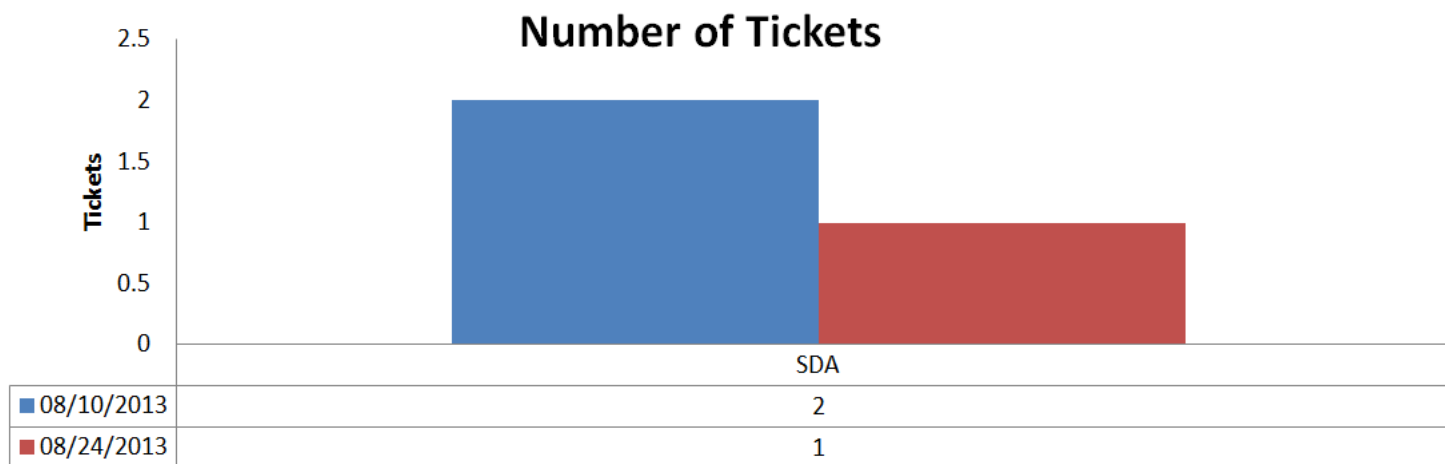


The ESC did not receive any requests  
week ending 08/03/2013

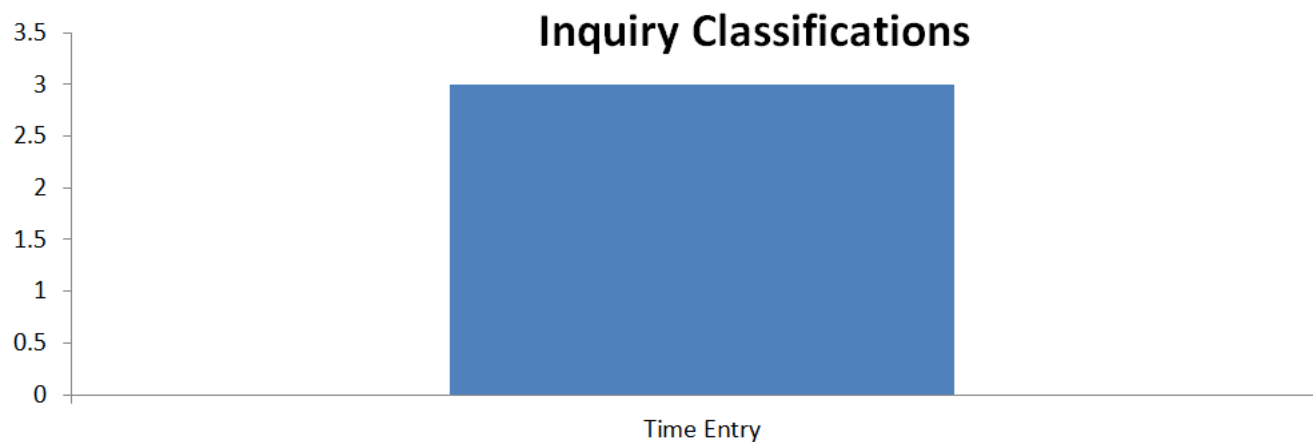
Two tickets were forwarded to Agency HR/Payroll during the period of 07/27/2013-08/24/2013



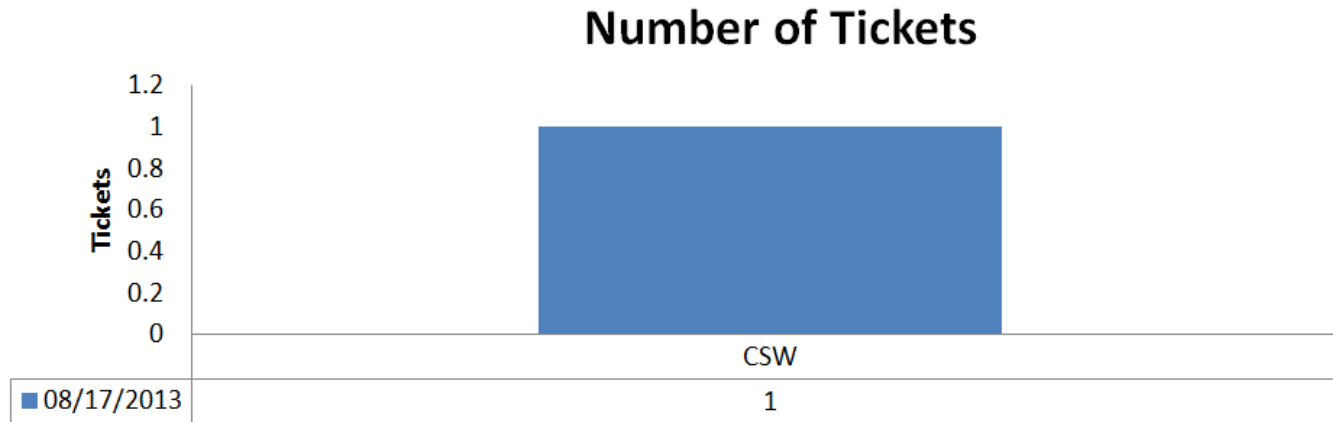
# SDA Tickets and Classification



The ESC did not receive any requests  
weeks ending 08/03/2013 or 08/17/2013



# CSW Tickets and Classification



The ESC did not receive any requests weeks ending 08/03/2013, 08/10/2013 or 08/24/2013

One ticket was forwarded to Agency HR/Payroll during the period of 07/27/2013-08/24/2013

